

CareerSource

Citrus Levy Marion

Instructions for

**Workforce Innovation and Opportunity Act Local and Regional Workforce Plan
Guidelines**

January 1, 2025 – December 31, 2028

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¹ Local workforce development boards may submit plans with a cover page of their design. The cover page must have all the elements included in this cover page example.

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INTRODUCTION

These instructions provide direction for local and regional workforce development plans (plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\) and Chapter 445.003, Florida Statutes](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. If the local workforce development area (local area) is part of a planning region, the LWDB will submit its regional plan as part of the local plan and will not submit a separate regional plan. The local and regional plan provides the framework for local areas to define how their workforce development systems will achieve the purposes of WIOA, pursuant to 20 Code of Federal Regulations (CFR) 679.500 and 20 CFR 679.540.

Additionally, local and regional plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate local and regional plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR 676.135).

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local and regional plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local and regional plans. Chief local elected officials, LWDB members, core program partners, combined planning partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core and combined programs in its planning and performance requirements. Affected entities and the public must have an opportunity to provide input in the development of the plan. LWDBs must make the plan available electronically and in open meetings to ensure transparency to the public.

In addition to the specific requirements outlined in these instructions, local plans must:

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state's WIOA combined plan and [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Director's (state board) business and market-driven principles to be the global leader for talent. These principles include:

- Increasing the prosperity of workers and employers.
- Reducing welfare dependency.
- Meeting employer needs.
- Enhancing productivity and competitiveness.

C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, and the following combined state plan partner programs (per WIOA § 103(a)(1) and (2)):

- **Temporary Assistance for Needy Families (TANF)** authorized under 42 United States Code (U.S.C.) § 601 et seq. (Florida Department of Children and Families (DCF)).
- Employment and training programs in the **Supplemental Nutrition Assistance Program (SNAP)** authorized under Section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. § 2015(d)(4)). (DCF).
- **Work programs authorized under Section 6(o) of the Food and Nutrition Act** of 2008 (7 U.S.C. § 2015(o)). (Florida Department of Commerce (FloridaCommerce) and DCF).
- **Trade Adjustment Assistance for Workers** program authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. § 2271 et seq.). (FloridaCommerce).
- **Jobs for Veterans State Grants (JVSG)** program authorized under 38 U.S.C. § 4100 et seq. (FloridaCommerce).
- **Unemployment Insurance (UI)** programs, known as Reemployment Assistance in Florida, (UI Federal-State programs administered under state unemployment compensation laws in accordance with applicable federal law). (FloridaCommerce).
- **Senior Community Service Employment Program (SCSEP)** authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. § 3056 et seq.) and updated by the OAA Reauthorization Act of 2016, Pub. L. No. 114-144. (Florida Department of Elder Affairs).
- **Employment and training activities carried out under the Community Services Block Grant (CSBG)** Act (42 U.S.C. § 9901 et seq.). (FloridaCommerce).

D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, SNAP and TANF benefit recipients, individuals with disabilities, and individuals residing in rural areas.

E. Set forth a strategy to utilize all allowable resources to:

- Assist Floridians with securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the

- present and future needs of employers.
 - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including SelectFlorida in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes (F.S).
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
 - Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
 - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
 - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Achieve greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on simplified access to quality customer service.

KEY DATES

Florida Combined Plan Public Comment.....	February-March 2024
Florida Combined Plan Reviewed by Federal Agencies.....	April-June 2024
Local Plan Guidelines Issued.....	April 29, 2024
Final Revisions and Approval of Florida Combined Plan.....	July-August 2024
Regional and Local Plans Due.....	October 2, 2024
Regional and Local Plans Approved by State Board.....	December 2024
Regional and Local Plans Effective.....	January 1, 2025

PUBLIC COMMENT PROCESS

Prior to the date on which the LWDB submits a local and regional plan, the LWDB must provide an opportunity for public comment on the development of the plan. To provide adequate opportunity for public comment, the LWDB must:

- (1) Make copies of the proposed plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1) and 20 CFR 679.550(b)(1)).
- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA §108(d)(2) and 20 CFR 679.550(b)(2)).
- (3) Provide no more than a 30-day period for public comment on the plan(s) before its submission to FloridaCommerce, beginning on the date on which the proposed plan is made available (WIOA §108(d)(2) and 20 CFR 679.550(b)(1)).
- (4) Submit any public comments that express disagreement with the plan to FloridaCommerce. WIOA §108(d)(3) and 20 CFR 679.550(b)(1).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan in coordination with the regional plan, as appropriate, required attachments and contact information for primary and secondary points of contact for each plan submitted via the state's established method for WIOA plan submissions. **Hard copies of plans or attachments are not required. All local and regional plans must be submitted no later than 5:00 p.m. (EDT) on Wednesday, October 2, 2024.**

Please carefully review these instructions prior to submitting plans.

Prior to plan submission, please ensure:

- **The LWDB members and chief local elected official(s) reviewed the plan.**
- **The LWDB chair and the chief local elected official signed the appropriate documents. For regional planning purposes, the chief local elected officials of all units of local government that make up the planning region must sign the regional plan to demonstrate that the request specific to the regional planning area is the consensus of all the units of local government involved.**
- The name of the LWDBs are on the plan cover page.
- The plan submitted date as well as primary and secondary points of contact are on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- The plan and all attachments are submitted in a searchable PDF format.²
- The plan is posted online for public comment and submitted in a format compliant with Section 508 of the Rehabilitation Act (29 U.S.C, Section 794) and is accessible to people with disabilities.³
- Responses to all questions are informative and concise. Questions should not be altered or rephrased and the numbering should follow the plan instructions format.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

Please provide a link to the local board’s website showing the attachments described below or upload attachments in a searchable PDF file with the local and regional plan:

- A. Executed interlocal agreement** that defines how parties carry out roles and responsibilities of the chief local elected officials (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B).

Please refer to the link below:

<https://careersourceclm.com/wp-content/uploads/2024/06/2020-Memorandum-of-Agreement-revised-2021-Fully-Executed.pdf>

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader “search” functionality [CTRL+F]. In Microsoft Word **ClickFile > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

³ Best practices for making Word and other documents 508 compliant and accessible to those with

disabilities includes using built-in title, subtitle, and heading styles; creating accessible lists; adjusting space between sentences and paragraphs and adding alt+text to visuals. For best results, use the [“Accessibility Checker”](#) in the **Review** tab in MS Word.

B. Executed agreement between the chief local elected official(s) and the LWDB.

Please refer to the link below:

<https://careersourceclm.com/wp-content/uploads/2021/03/2020-Memorandum-of-Agreement-revised-2021.pdf>

C. Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official(s).

Please refer to the link below:

<https://careersourceclm.com/wp-content/uploads/2021/03/2020-Memorandum-of-Agreement-revised-2021.pdf>

D. Current by-laws established by the chief local elected official(s) to address criteria contained in 20 CFR 679.310(g) and [Administrative Policy 110 –Local Workforce Development Area and Board Governance.](#)

Please refer to the link below:

<https://careersourceclm.com/wp-content/uploads/2024/01/Bylaws-Amended-12.13.2023.pdf>

E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board’s vote on the local plan.

Please refer to the attachment, “Board Member Roster.”

F. Organizational chart that outlines the organizational structure of the local area including the local workforce development board staff, one-stop operator, direct provider of workforce services, youth service provider and jointly managed FloridaCommerce staff. The organizational chart should identify specific roles defined in the Grantee-Subgrantee Agreement to include:

Please refer to the attachment, “Organizational Chart v. PY 2024-2025”. Officers also listed below:

- (a) Regional Security Officer – Dale French (Executive Vice President)
- (b) Chief Ethics Officer – Iris Pozo (Human Resources Manager)
- (c) Custodian for purchased property and equipment – Dwain Henderson (Director of IT)
- (d) Personnel Liaison – Bonnie Johnson (Sr. Business Development Coordinator)
- (e) Public Records Coordinator – Cory Weaver (Director of Operations)

- (f) Equal Opportunity Officer – Iris Pozo (Human Resources Manager)
- (g) Person who promotes opportunities for persons with disabilities – Luis Perez (Sr. Career Development Coach)

G. Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure such risks are mitigated; and d) oversight and monitoring procedures.

Please refer to the link below:

<https://careersourceclm.com/wp-content/uploads/2024/07/ADMINISTRATIVE-PLAN-2022.pdf>

H. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).

Please refer to attached MOU's.

I. Executed Infrastructure Funding Agreement with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

IFA's are integrated into our MOU's with mandatory partners. Please refer to attached MOU's.

J. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

Please see attached agreements for Division of Blind Services, Florida Department of Revenue, and Social Security Administration.

K. A description of the process used by the LWDB to obtain input and comment by representatives of business and labor organizations for the development of the plan. The LWDB must make information about the plan available to the public on a regular basis through electronic means and open meetings.

Input and comment on the development of the plan will be solicited in the course of the following process:

- Public Comment Period Advertised – August 20th, 2024
 - All news outlets & CSCLM Website
- First Draft Plan Available for Public Comment – August 19th, 2024
- Public Comment Period – August 20th, 2024 – September 20th, 2024
- Plan Presented to Full Board – September 4th, 2024 – College of Central Florida
- Draft Plan Presented to Consortium – September 30, 2024
- Local Plan Due to State – October 2, 2024
- Local Plan Approved by State – TBD

L. Planning Region Agreements between the participating LWDBs of the planning region and agreements between the planning region and regional partners to include cooperative service agreements, memoranda of understanding, regional policies, etc.

PLAN APPROVAL

FloridaCommerce will review each local and regional plan for the requirements outlined in these guidelines using a plan review checklist that aligns with requirements outlined in these guidelines. If there are questions or concerns, FloridaCommerce will notify the contact(s) included in the plan.

FloridaCommerce will recommend complete and fully compliant local and regional plans to the state board for approval.

Where deficiencies exist or clarity is required, FloridaCommerce will notify the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The plan does not align with the state’s WIOA combined plan, strategies and

operations approved by the state board, core and combined state plan partners-including alignment of specific programs, additional goals described in Section II of the state’s WIOA combined plan, state strategic and administrative policies, and negotiated performance indicators that support the state plan and workforce investment system in accordance with WIOA section 102(b)(1)(E), 20 CFR 676.105, and [Chapter 445.003, F.S.](#)

The plan, including plan modifications, will be considered to be approved upon written notice by FloridaCommerce advising of state board approval or at the end of the 90-day period beginning the day FloridaCommerce receives the plan, or plan modification, unless, in accordance with 20 CFR 679.570, any deficiencies referenced above are identified by FloridaCommerce in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of plans should be submitted to FloridaCommerce at: WIOA-LocalPlans@commerce.fl.gov.

ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure and delivery systems in place in the local area, including:

(1) Chief Local Elected Official(s)

- (a) Identify and list the chief local elected official(s) by name, title, mailing address, phone number and email address.

Commissioner Carl Zalak, III -Chair
601 SE 25th Avenue
Ocala, FL 34471
352-438-2323
Carl.zalak@marioncountyfl.org

Commissioner Diana Finegan
110 N. Apopka Avenue
Inverness, FL 34450
352-341-6561
Diana.Finegan@citrusbocc.com

Commissioner Tim Hodge
PO Box 310
Bronson, FL 32621
352-486-5218
District4@levycounty.org

- (b) Describe how the chief local elected official(s) was involved in the development,

review and approval of the local plan.

The Consortium has been provided a draft of the Plan for review and the plan has been presented to the Consortium, along with any public comments, and the decision of the Board regarding those comments. The Consortium is invited to discuss the plan with staff and provide input.

(c) If the chief local elected official is a consortium, identify the members of the consortium and which member(s) has authority to sign on behalf of the consortium.

- Commissioner Carl Zalak – Signing Authority
- Commissioner Diana Finegan
- Commissioner Tim Hodge

(2) Local Workforce Development Board

(a) Identify the chairperson of the LWDB by name, title, term of appointment, mailing address, phone number and email address. Identify the business entity and industry the chairperson represents.

Carl Flanagan – Chair
Chair Term: July 2024 – June 2026
Private Sector
Flanagan Business Consulting
Consultant
6155 W. Pinedale Circle
Crystal River, FL 34429
PH: 352-634-0489
Carl.flanagan1@gmail.com

(b) If applicable, identify the vice-chairperson of the LWDB by name, title, term of appointment mailing address, phone number and email address. Identify the business or organization the vice-chairperson represents.

Arno Proctor
Vice Chair Term: July 2024 – June 2026
Private Sector
ANCORP
V.P. Finance
707 SW 19th Ave.
Williston, FL 32696
PH:352-528-7813
FAX: 352-528-7886
aproctor@ancorp.com

- (c) LWDB member roster which includes name, title, term of appointment mailing address, phone number and email address. Identify the business that the board member represents.

Please refer to the attachment, "Board Member Roster."

- (d) Describe how the LWDB members, including those described in Public Law 113-128 § 107(b)(2), were involved in the development, review, and approval of the local plan.

In 2021, the board engaged Thomas P. Miller and Associates to assist it in updating its Strategic Plan. This plan was adopted by the Board and Consortium in June 2022 and programming realignment was initiated for full implementation by July 1, 2022. As part of the Strategic Plan, local workforce boards whose labor markets, commuter patterns and industry sectors aligned with CareerSource CLM were also identified. An additional study was commissioned and completed in 2023 to provide information on regional planning and shared sectors of importance.

As a direct provider of services in this workforce area, the workforce board is active in the day-to-day management of services within the career centers and is therefore in tune with local economic conditions. It is the direct work of the frontline staff of the workforce development board that shapes the processes and service delivery methods as endorsed by the board of directors. It is also the input of frontline staff to the board that helps in the decision-making processes.

Workforce Board members are provided quarterly updates on services and outcomes, and receive a copy of the draft plan prior to submission each required period (two and four years). This board is made up of majority business representatives in the local area who are owners, chief executives or operating officers who have authority in policymaking and/or hiring. Their experience in their industries provides key input in the development, review and approval of the plan.

Workforce board staff members are responsible for the writing and coordination with the chief elected officials, the board of directors, and the public through advertised comment periods to compile all strategies and input to create the comprehensive plan.

- (e) Describe how the LWDB convened or obtained input from local workforce development system stakeholders including LWDB committee members, combined state plan partners, education, industry and representatives of disability populations and those with barriers to employment to assist in the development of the local plan.

CSCLM staff meet regularly with system and community partners to assess and discuss ways to meet the needs of the local community, including the hiring needs of business. In June 2021, the board engaged Thomas P. Miller and Associates

(TPMA) to assist in developing its Strategic Plan. Over the next six months, TPMA facilitated stakeholder engagement sessions, conversations with partner organizations, meetings with staff and organizational leadership. The results were guideposts to steer board leadership to the major priorities CSCLM needed to home in on – both internally and externally. This strategic plan, although developed in 2021, cover the scope of this workforce services plan. The plan will be reviewed by all Board Committees as well as education, economic development and private partners. In 2023, an additional study was commissioned to examine the potential similarities and differences in the surrounding workforce regions prior to Regional Planning. This involved input from local stakeholders in the different regions, which was collected via remote meetings. Workforce board staff actively participate on community partner agency boards and committees and maintain communication with partners to stay ahead of current trends affecting the local workforce and economy.

(3) Local Grant Subrecipient (local fiscal agent or administrative entity)

- (a)** Provide the name of the entity selected to receive and disburse grant funds (local fiscal agent) if other than the chief local elected official. WIOA § 107(d)(12)(B)(1)(iii); 20 CFR 679.420 and 20 CFR 560(6)(14)

The Consortium has selected the Citrus Levy Marion Regional Workforce Development Board, Inc., dba CareerSource Citrus Levy Marion.

- (b)** Provide the name of the entity selected to staff the LWDB (commonly referred to as the administrative entity) and assist the LWDB in carrying out its responsibilities as a board organized under WIOA (20 CFR 679.430).

The Citrus Levy Marion Regional Workforce Development Board has elected to hire its own staff to serve as administrative entity, staff the One Stop centers and act as direct service provider within the local area.

(4) One-Stop Operator and One-Stop Career Centers

- (a)** Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator. Include the effective date and end date of the current agreement in place between the LWDB and the one-stop operator. (20 CFR 678.605)

The Citrus Levy Marion Regional Workforce Development Board has selected Southern Indiana Works to act as One Stop Operator. The current agreement went into effect July 1, 2024 and concludes June 30, 2025 with the option to renew at the pleasure of the board.

- (b)** Describe the steps taken to ensure a competitive process for selection of the one-

stop operator(s) (WIOA §121(d)(2)(A) and 20 CFR 678.605).

The Citrus Levy Marion Regional Workforce Development Board takes the following measures to ensure a competitive process for selection of the one-stop operator:

- 1) Advertisement of Bids - All formal purchases will be advertised in major local area newspapers for at least two days prior to opening date and 30 days prior to closing. Bid invitations will also be sent to all firms that have identified themselves to CareerSource Citrus Levy Marion as having an interest in providing that type of product or service. Handicapped, minority and female vendors, being listed in the State of Florida's Approved list of minority and female businesses are automatically considered to have identified themselves to CareerSource Citrus Levy Marion. For other local businesses, the yellow pages of Region County Telephone books or a specific request from the vendor will also be used to define interest.
- 2) Handling of Quotes - All formal bids will be made on the form provided with the bid specification and returned, sealed in an envelope marked "WRITTEN QUOTE FOR _____". All responses must be received by the close of business on the date listed in the RFQ. Any quote received after that time will be returned, unopened, to the vendor. Quotes will be date and time stamped by CareerSource Citrus Levy Marion upon receipt in the manner prescribed for informal written quotes.
- 3) Minimum Number of Bids - Normally, a minimum of three bid responses are required for an award to be made. In cases where less than three responses are received, the staff soliciting the bids will contact a sampling of the vendors not responding and document the reason(s) for their non-response. This information will be made available to the CEO. The CEO may either request that the bid be re-solicited or may, if the timing or other matters dictate, ask the Executive Committee to approve the award based upon the information received from the vendors.
- 4) Awarding Authority - For matters of less than \$25,000, provided that three or more bids exist, the authority to approve is vested in the CEO. If less than three bids are received, dependent upon the total cost amount, the CEO may approve the purchase or submit the item to the CareerSource Citrus Levy Marion Executive Committee for its review and approval. For items \$25,000 or more, the awarding authority is the CareerSource Citrus Levy Marion Executive Committee.

- 5) Authority for Termination of Contracts - Contracts may be terminated by the CEO, for any reason, after receiving the approval of the Executive Committee. The CEO is authorized to suspend contract payments where evidence of Fraud, Waste or Abuse of Funds is brought to light. Final action to terminate or permanently suspend must be approved by the Executive Committee.

- (c) If the LWDB serves as the one-stop operator, provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and provide the approved duration. ([Administrative Policy 093 – One-Stop Operator Procurement](#)).

Not applicable

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one- stop operator. (20 CFR 678.620)

Roles and responsibilities as LWDB 10 One Stop Operator include:

- Outreach and stakeholder engagement (customers and partners)
- Drafting and executing partner MOUs
- Identifying best practices for research or training
- Monitoring and providing suggestions for better alignment of Mandatory and Non-Mandatory partners co-located in the One Stop system as well as those that are situated outside of the system.

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center⁴, affiliate site or specialized center, as described in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

We have four Career Centers in our area, with one center designated as a comprehensive service center. Two of the other centers currently provide the majority of the required programs with easy access to all programs, and the final center provides services to professional candidate and businesses seeking highly trained individuals.

- Marion County: Our Comprehensive Career Center is located at 2703, NE 14th Street, in Ocala
- Citrus County: Our Career Center (Affiliate Site) is located at 683 S. Adolph Point, in Lecanto
- Levy County: Our Career Center (Affiliate Site) is located at 2175 NW 11th Drive, in Chiefland

- Area wide: Our Professional Career Center (Specialized Center) is located at 3003 SW College Road in Ocala

We also have a Mobile Career Center (MCC) that is used to serve our outlying rural areas to increase the accessibility to services and programs. This mobile unit has a pre-determined schedule at partner sites that is published on our website, in our offices, and at partner offices so that customers know when and where to expect the mobile unit.

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

All Centers are open to customers Monday through Friday, 8:00 a.m. to 5:00 p.m. Mobile Career Center hours and scheduled stops are posted on our website.

- (g) For each access point, identify how the local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals). ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#))

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Local level of services is available via referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**

- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Located in same building as Professional Center with on-going linkage.**
- Kids Central services for Foster Youth. **Referrals between youth serving agencies.**
- Early Learning Coalitions. **Provided through referral.**
- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

- (h) Provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein. ([Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)).

Credential attestation available at the following link:

<https://careersourceclm.com/wp-content/uploads/2024/06/3.1B-PY-23-24-WP-Credentialing-MIS-Security-Certification-Self-Attestation-Tool-final.pdf>

- (i) Describe any additional criteria (or higher levels of service coordination than required in [Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA §121(g)(3)).

CareerSource CLM continues to employ the Net Promoter System (NPS), a survey tool that helps us ensure continuous improvement of our system to better serve our candidates and businesses.

NPS is an automated survey software package that allows our Director of Continuous Improvement to target customer service surveys to specific groups of job candidates that utilize CareerSource CLM services. These targeted groups give real-time feedback based on specific touchpoints that are received as they navigate our system and services allowing for senior management to identify strong areas of

service and any areas that may require immediate attention. Several touchpoints that are monitored monthly include, but are not limited to:

- Initial use of resource room services
- 6 months after assistance from CareerSource CLM staff
- WIOA training enrollment
- WIOA training outcome and placement
- Veteran Services
- WTP/SNAP services
- Business Services job order processing

Our survey results continue to trend much higher than national averages for other service-based industries. This information drives flexible and fluid service provision to meet the demands of our labor force. Additionally, all negative feedback is handled in a closed-loop fashion by center management. All negatively responding candidates and businesses are contacted to discuss their feedback and to garner input on what improvements can be made to change their opinion.

Aside from customer feedback, the operations unit is focused on identifying and acquiring additional resources to strengthen local services. A focus is placed on identifying competitive grants that align with local sector and service initiatives. The team plays the primary role in creating proposals that enhance our existing services and meet the needs of current labor market trends.

CSCLM also seeks additional funding sources through grants to better serve our community. Since the 2020 Workforces Services plan was published the team has been successful in being awarded two competitive grants:

YouthBuild Phoenix Rising 2021

Serves: 48 Out of School/At Risk youth

Will result in four (4) homes built for low-income families in Marion County

Budget: \$844,712.00

Duration: May 2, 2022 – September 1, 2025

Purpose: Training young adults in construction skills through classroom and worksite training through construction of homes in partnership with Habitat for Humanity, City of Ocala, Marion County, Marion County Sheriff's Office and the College of Central Florida. Participants will also earn a high school diploma during the program through Penn Foster.

United Health Foundational Grant

Serves: 24 Out of School/At Risk youth

Budget: \$99,991.86

Duration: January 1, 2023 – December 31st, 2023

Purpose: To supplement services not covered for YouthBuild Grant participants. Funds covered additional travel assistance, HS diploma cost increases, mental health and substance abuse counseling, outreach and partial staff costs.

**Creating Connections – Broadband Infrastructure Funding Grant
H-1B Job Training Grant**

Serves: 102 individuals in the following rural counties:

Budget: \$1,733,871

Duration: September 1, 2023 – September 1, 2028

Purpose: Training individuals in rural communities to lay fiber as part of the rural broadband expansion initiative.

(5) Provider of Workforce Services

- (a) Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system. ([Administrative Policy 083- Direct Provider of Workforce Services](#))

Citrus Levy Marion Regional Workforce Development Board, Inc. D/B/A CareerSource
Citrus Levy Marion

- (b) Provide the effective date and end date that workforce services will be provided, as defined in the current executed agreement between the LWDB and the provider of workforce services.

LWDB 10 serves as direct service provider. Current extension approval is effective for the period of July 2, 2023 – June 30, 2026.

- (c) Identify and describe which career services are provided by the selected one-stop operator, if any.

All career services are provided by the local board staff through a waiver from the governor with Youth career services being provided through a procured provider – currently Eckerd Connects. Training services are provided through partnerships with local educational entities

- (d) Identify and describe which career services are provided by the designated provider of workforce services (except training services).

Currently, the majority of all required core programs are offered within all our centers. These programs include:

- Wagner-Peyser (WP) Labor Exchange services are provided by merit staff and supervised by the local area. **Provided in all centers and Mobile Career Center**
- Veterans Employment and Training Services (VETS) program to include both the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representatives (LVER), provided by State merit staff under the

supervision of the local area. **Provided in 3 Career Centers with trained staff assisting in all others**

- WIOA Adult and Dislocated Worker Self-services, Career Services, and Training Services, provided through direct services. **Provided in all centers and Mobile Career Center**
- WIOA Youth services provided through contract with Eckerd Connects. **Provided in 3 Career Centers**
- Trade Adjustment Assistance (TAA) is provided by merit staff and supervised by the local area. **Stationed in Marion County Career Center and available in all centers as needed.**
- Temporary Assistance for Needy Families (TANF) is provided through direct services. **Provided in 3 Career Centers**
- Reemployment Services and Eligibility Assessment Program (RESEA), provided through direct services. **Provided in 3 Career Centers**
- Re-employment Assistance (RA) information and navigation assistance, provided through direct services. **Provided in 3 Career Centers and Mobile Career Center**
- Supplemental Nutrition Assistance Program (SNAP), provided through direct services. **Provided in 3 Career Centers.**

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Services provided by referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Direct linkages through referrals**
- Kids Central services for Foster Youth. **Referrals between youth serving agencies**
- Early Learning Coalitions. **Provided by referral.**
- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

(e) If the LWDB serves as the provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.

Current approval is valid for the period of July 1, 2023, through June 30, 2026.

(6) Youth Service Provider

(a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services ([Administrative Policy 120 Youth Service Provider Selection](#)).

Youth career services are provided through a procured provider – currently Eckerd Connects through June 30, 2025.

(b) Provide the effective date and end date that youth services will be provided, as defined in the current executed agreement between the LWDB and the provider of youth services.

The current contracted period for Youth career services provided through Eckerd Connects is July 01, 2024, through June 30, 2025.

(c) Describe the steps taken to ensure a competitive process for the selection of the youth service provider(s) in the local area, if the LWDB does not provide these services.

The Citrus Levy Marion Regional Workforce Development Board takes the following measures to ensure a competitive process:

- Formal Public Notice is made for a minimum of two days prior to ITN issuance in local newspapers
- All known organizations recognized as being involved in the provision of the requested services are sent a notification of the ITN
- The ITN package and complete response package is posted and available for review and download on our website
- Expression of Interest by respondents must be received by CSCLM by the deadline listed in the ITN package
- All respondent Expression of Interest packets are reviewed. Full determination is made about the demonstrated performance and ability of the organization(s). Capacity to perform successfully under the terms and conditions of the proposed program prior to approval being given to proceed with responding to the ITN
- All respondents are notified of their qualification status after review and are advised if they should proceed with the ITN process
- Qualified respondents are required to submit their formal ITN package by the date listed on the ITN release
- CSCLM operations staff review all responses and score each organization on a standardized scoring matrix
- Staff recommendations for selection are made to the Executive Committee for review. The Executive Committee makes the final selection from the scored respondents
- The Executive Committee, at its discretion, may request respondents to present their proposals to the committee for review.
- The final selection is reviewed by the Board of Directors. Final selection is at the discretion of the Board of Directors

(d) Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.

The Youth Provider focus is to provide services to targeted groups that are WIOA eligible and participants that are facing one or more of the following categories according to Training and Employment Guidance Letter (TEGL) 21-16:

- A school drop-out
- Youth within age of compulsory school attendance but not attended school for at least most recent complete school year calendar quarter.
- Recipient of secondary school diploma or recognized equivalent who is low-income individual and either: Basic skills deficient or An English language learner
- Homeless individual or runaway
- In foster care or aged out
- Pregnant or parenting youth

- An individual with a disability
- An offender
- A low-income individual who requires additional assistance enter or complete an educational program or to secure or hold employment.

(e) Describe any additional criteria⁵ the LWDB has established to ensure providers are best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

Ongoing quarterly performance monitoring as detailed in the provider’s Scope of Work and independent, third-party monitoring procured by the workforce board.

(f) Identify and describe the youth program element(s) provided by each provider.

The following 14 WIOA youth program elements are made available to each participant during the program. These are independently driven by the participants needs. Any service needed will be identified in the ISS and documented with case notes in the EF system.

WIOA Required Program Elements	Provider / Referral Agency	Instructional Activities
1. Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	Eckerd Connects / Public school partners (Marion, Citrus and Levy County School Boards to include Marion Technical College and Withlacoochee Technical College)	Computer based training / instructor facilitated GED Practice, GED Prep materials, Practice GED exams, and Khan Academy (online) as an online instructional teacher-aided tool that is also used as a one-to-one instructional resource with minimal guidance.
2. Alternative secondary school offerings	Eckerd Connects /Public school partners (Marion, Citrus and Levy County School Boards Alternative Programs)	Florida Sunshine State Standards
3. Summer employment opportunities directly linked to academic and occupational learning	Eckerd Connects / Community Business partners, Community Based Organization (CBO’s), and Faith Based Organizations	Year-Round Services will be documented by Eckerd and summer work experience opportunities may be offered based upon assessed need

	(FBO's)	
4. Paid and unpaid work experiences, including internships and job shadowing	Eckerd Connects /Community Business partners, CBO's, FBO's	Eckerd documented Work Experience activities
5. Occupational skills training	Approved Training Provider Partners	Various - Based on identified occupations/career fields on the Targeted Occupations List with Approved Nationally Recognized
6. Leadership development opportunities, including such activities as positive social behavior and	Eckerd Connects/ in connection with various community partner agencies and employers.	Employability Skills, Life Skills curriculum that includes leadership development, nutrition, family planning, substance abuse prevention, health, and safety.
7. Supportive Services	Eckerd Connects/ in connection with various partner agencies and/or employers	Independently driven by participant needs. Supportive services for interview attire, educational training, and employment activities such as gas cards, bus passes, and other
8. Adult mentoring for at least 12 months	Eckerd Connects/ in connection with partner agencies and employers	Career Coach may provide mentoring during enrollment and in follow-up status. Independently driven by participant needs; Case managed and documented. Volunteers from outside agencies may be considered as
9. Comprehensive guidance and counseling	Eckerd Connects will refer to community agencies	Ongoing intensive case management to include additional counseling and guidance as needed
10. Follow-up services no less than 12 months after exit	Eckerd Connects	Independently driven by participant needs. Contact with participant, employer, post- secondary entities, job retention coaching, academic support, incentives, support, career, and education counseling. (Continuous service until participant has completed follow-up
11. Financial Literacy	Eckerd Connects /Community Business partners	Eckerd will provide financial literacy as a part of our work readiness activities in a class setting or individually

12. Entrepreneurial Skills Training	Eckerd Connects/Community Business partners	Career Coach to assist youth that may be interested in establishing their own business with research and guidance. Community partners and business shadowing can be used in the
13. Activities that youth transition to postsecondary education and training help	Eckerd Connects in connection with local colleges and technical schools	Career Coach can assist with guidance and referrals to colleges or technical schools. They can help with career exploration and what is needed for training/education in the field. We can assist with FAFSA application as needed.
14a. Services that provide labor market and employment information in the local area	Eckerd Connects	Eckerd will provide this information as a part of our work readiness activities in a class setting or individually within in DevelopU (O*Net)
14b. Education offered concurrently with and in the same context as workforce preparation	Eckerd Connects /Community Business partners	Eckerd may provide basic skills in reading and math to assist young adults while they receive work readiness activities in a class setting or individually.

(7) Career Center Staff

- (a) List the position title and number of positions that are considered as local county or municipality employees.

Not applicable

ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local plan must describe strategic planning elements, including:

- (1) A regional analysis of:

- (a) Economic conditions including existing and emerging in-demand industry sectors and occupations (20 CFR 679.560(a)(1)(i)); and

As part of WIOA Strategic Planning, our local board and partners have identified Manufacturing, Transportation/Distribution, Information Technology, Healthcare,

Construction and Education as the demand sectors to focus on in our area. Construction was added to our targeted sector list in December of 2017. Education, previously an emerging sector, was added as a targeted sector in Fall of 2022 following wage increases in the sector. Emerging sub-sectors include Manufacturing Automation and Logistics Automation. Employers in the area are beginning to request individuals with programmable logic controller experience. Two of our local training providers, Withlacoochee Technical College and the College of Central Florida are adding programs and certifications to train individuals in these fields.

Current and Forecasted Employment by Sector

Workforce Development Area 10 - Citrus, Levy and Marion Counties							
		Current	5-Year Forecast				
NAICS	Industry	Empl	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
44	Retail Trade	28,389	22,112	8,926	11,197	1,989	1.4%
62	Health Care and Social Assistance	28,107	17,776	6,966	7,500	3,309	2.3%
72	Accommodation and Food Services	17,290	17,417	7,154	8,725	1,538	1.7%
23	Construction	16,352	8,793	2,979	4,369	1,445	1.7%
61	Educational Services	12,499	7,425	3,020	3,132	1,273	2.0%
31	Manufacturing	11,479	7,052	2,409	3,611	1,032	1.7%
56	Administrative and Support and Waste Management and Remediation Services	10,326	7,140	2,657	3,517	966	1.8%
92	Public Administration	9,849	5,572	2,078	2,632	862	1.7%
81	Other Services (except Public Administration)	8,328	5,770	2,167	2,798	804	1.9%
48	Transportation and Warehousing	7,929	5,578	2,002	2,582	995	2.4%
54	Professional, Scientific, and Technical Services	6,830	3,713	1,184	1,739	791	2.2%
42	Wholesale Trade	5,194	3,141	1,093	1,629	418	1.6%
11	Agriculture, Forestry, Fishing and Hunting	4,394	3,060	1,323	1,398	339	1.5%

71	Arts, Entertainment, and Recreation	4,256	3,804	1,411	1,919	474	2.1%
52	Finance and Insurance	3,578	1,915	656	906	352	1.9%
53	Real Estate and Rental and Leasing	3,436	2,076	829	904	344	1.9%
51	Information	1,101	605	201	309	95	1.7%
22	Utilities	794	402	146	210	46	1.1%
99	Unclassified	343	234	87	113	33	1.9%
21	Mining, Quarrying, and Oil and Gas Extraction	330	190	61	99	30	1.7%
55	Management of Companies and Enterprises	314	180	58	84	39	2.3%
	Total - All Industries	181,121	120,219	45,427	57,597	17,196	1.8%

Source: JobsEQ®

Data as of 2024Q1

- (b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations⁵ (20 CFR 679.560(a)(1)(ii)).

Employers in our targeted and emerging sectors have a projected employment need of over 50,000 workers over the next 5 years in our tri-county region. We continue to see Manufacturing and Distribution businesses moving into, and expanding within, our area thanks to our placement along the I-75 and 441/301 corridors. Our largest MSA, the Ocala MSA, encompasses Marion County, the 5th largest county in the state and has been cited as one of the top 10 cities for one-way U-Haul customers. This boom in population has increased the needs in our already growing healthcare and construction sectors.

Our close partnerships with the local chambers and economic development entities in our area, including the Citrus Chamber of Commerce, Ocala/Marion County Chamber and Economic Partnership and Nature Coast Business Development Council, as well as industry associations such as the Ocala Human Resource Management Association (ORHMA), Marion County Continuity of Care Council (MC4), Mid-FL Regional Manufacturers Association (MRMA) and the Marion County Building Industry Association (MCBIA) help us stay informed about the needs of employers in our area. In addition, our newly formed Industry Consortium helps us bring education and industry together in one space to make data-drive, business-led decisions about providing the proper training to meet the hiring needs of employers in our area. The chart below shows some of our in-demand occupations within our targeted sectors, along with the projected demand for each position.

Demand Occupations in Targeted Sectors

Workforce Development Area 10 - Citrus, Levy and Marion Counties								
SO C	Occupation	Current		5-Year Forecast				
		Emp	Mean Ann Wages ²	Total Demand	Exits	Trans- fers	Empl Growth	Ann % Growth
53-3032	Heavy and Tractor-Trailer Truck Drivers	2,870	\$52,100	1,950	711	932	306	2.0%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,299	\$35,900	1,927	615	1,037	276	2.3%
31-1131	Nursing Assistants	2,206	\$35,000	1,890	755	934	201	1.8%
31-1122	Personal Care Aides	1,868	\$30,800	1,805	795	698	312	3.1%
11-1021	General and Operations Managers	2,989	\$112,900	1,595	409	884	301	1.9%
29-1141	Registered Nurses	3,546	\$80,600	1,424	643	409	372	2.0%
47-2061	Construction Laborers	2,368	\$39,300	1,357	456	651	250	2.0%
53-3033	Light Truck Drivers	1,775	\$45,900	1,315	455	597	264	2.8%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,873	\$45,600	1,224	637	500	87	0.9%
49-9071	Maintenance and Repair Workers, General	1,789	\$41,600	1,068	432	452	184	2.0%
51-2092	Team Assemblers	1,441	\$37,200	986	314	583	89	1.2%
25-9045	Teaching Assistants, Except Postsecondary	1,286	\$31,300	952	403	417	132	2.0%
39-9011	Childcare Workers	987	\$41,900	952	382	494	77	1.5%

25-2021	Elementary School Teachers, Except Special Education	1,820	\$65,500	873	342	332	199	2.1%
49-3023	Automotive Service Technicians and Mechanics	1,566	\$49,100	864	299	418	147	1.8%
43-6013	Medical Secretaries and Administrative Assistants	1,260	\$37,700	859	368	354	136	2.1%
47-2031	Carpenters	1,482	\$46,200	790	281	378	131	1.7%
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	1,305	\$68,200	584	209	231	144	2.1%
47-2111	Electricians	899	\$49,500	544	165	270	108	2.3%
43-5071	Shipping, Receiving, and Inventory Clerks	867	\$38,600	495	186	272	37	0.8%

Source: Jobs EQ

- (2) An analysis of the knowledge and skills, including credentials and licenses, needed to meet the employment needs of the employers in the local area, including employment needs in in- demand industry sectors and occupations (WIOA § 108(b)(1)(B) and 20 CFR 679.560(a)(2)).

Knowledge and Skills needed in each of our targeted sectors include:

Manufacturing:

	Attribute	Importance
KNOWLEDGE	Production and Processing	82
	Mechanical	67
	Public Safety	63
	English Language	61
	Education and Training	61
	Active Listening	53
SKILLS	Monitoring	53
	Speaking	50
	Critical Thinking	50
	Reading Comprehension	50

Healthcare:

KNOWLEDGE	Attribute	Importance
	Medicine and Dentistry	88
	Psychology	84
	English Language	82
	Customer/Personal Service	81
	Education and Training	73
SKILLS	Active Listening	77
	Critical Thinking	76
	Reading Comprehension	75
	Speaking	75
	Monitoring	73

Transportation and Distribution:

KNOWLEDGE	Attribute	Importance
	Transportation	75
	Public Safety and Security	68
	Customer and Personal Service	67
	English Language	62
	Mechanical	55
SKILLS	Reading Comprehension	50
	Speaking	50
	Critical Thinking	50
	Monitoring	50
	Active Listening	47

Professional/IT:

KNOWLEDGE	Attribute	Importance
	Administration and Management	84
	Customer and Personal Service	74
	Personnel and Human Resources	69
	English Language	68
	Mathematics	64
	SKILLS	Active Listening

	Speaking	75
	Monitoring	75
	Reading Comprehension	72
	Critical Thinking	72

Construction:

	Attribute	Importance
KNOWLEDGE	Building and Construction	75
	Public Safety and Security	54
	Mechanical	51
	Customer and Personal Service	45
	Education and Training	34
SKILLS	Speaking	56
	Active Listening	53
	Critical Thinking	44
	Reading Comprehension	44
	Monitoring	41

Education:

	Attribute	Importance
KNOWLEDGE	Education and Training	89
	English Language	85
	Mathematics	65
	Psychology	65
	Computers and Electronics	59
SKILLS	Speaking	81
	Learning Strategies	78
	Critical Thinking	75
	Reading Comprehension	75
	Active Listening	75

Source: Jobs EQ

Credentials and licenses needed to meet the employment needs of businesses in Region 10 include:

- CDL A License – Truck Driving
- CNA License – Nursing Assistant
- LPN License – Licensed Practical Nurse

- Registered Nurse License – Registered Nurse
- Teaching License - Teachers

(3) An analysis of the workforce in the regional area, including current labor force employment and unemployment data, information on labor market trends, the educational and skill levels of the workforce, including individuals with barriers to employment and current skill gaps (WIOA § 108(b)(1)(C) and 20 CFR 679.560(a)(3)).

As with many counties in Florida, the population in Citrus, Levy and Marion Counties has been trending up over the last 4 years. The labor force for LWDB 10 was 219,052 for the month of June 2024, the most recent data available. This up from the prior month's 217,750, but down over the prior year, as the labor force for June 2023 was 220,271. The unemployment rate has trended up in the past year to 4.5%, increasing by 12.5% from the June 2023 rate of 4.0%.

	June 2024			
WORKFORCE REGION	LABOR FORCE	EMPLOY- MENT	UNEMPLOYMENT LEVEL	UNEMPLOYMENT RATE
Workforce Region 10	219,052	209,105	9,947	4.5%

Source: Local Area Unemployment Statistics (LAUS)

The educational level of the workforce in the local area is predominately high school graduates or higher for the population 25 years and older at 91.3% for Marion County, 90.3% for Citrus County and 87.6% for Levy County. These rates have increased slightly in the last 2 years. HS attainment rates are slightly lower for individuals with barriers to employment according to the local Career and Technical Education staff at the three school districts in our region. It is also lower for individuals who belong to minority categories.

Subject	Citrus County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	129,884	±1,467	(X)	(X)
Less than 9th grade	3,028	±1,147	2.3%	±0.9
9th to 12th grade, no diploma	9,586	±1,969	7.4%	±1.5
High school graduate (includes equivalency)	46,521	±3,688	35.8%	±2.7
Some college, no degree	31,717	±2,886	24.4%	±2.3

Associate's degree	13,838	±2,044	10.7%	±1.6
Bachelor's degree	17,002	±2,162	13.1%	±1.7
Graduate or professional degree	8,192	±1,631	6.3%	±1.3
High school graduate or higher	117,270	±2,504	90.3%	±1.7
Bachelor's degree or higher	25,194	±2,655	19.4%	±2.0

Subject	Levy County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	31,811	±140	(X)	(X)
Less than 9th grade	1,438	±299	4.5%	±0.9
9th to 12th grade, no diploma	2,493	±439	7.8%	±1.4
High school graduate (includes equivalency)	13,294	±611	41.8%	±1.9
Some college, no degree	5,688	±559	17.9%	±1.8
Associate's degree	3,776	±417	11.9%	±1.3
Bachelor's degree	3,561	±461	11.2%	±1.5
Graduate or professional degree	1,561	±272	4.9%	±0.9
High school graduate or higher	27,880	±518	87.6%	±1.5
Bachelor's degree or higher	5,122	±518	16.1%	±1.6

Label	Marion County, Florida			
	Total		Percent	
	Estimate	Margin of Error	Estimate	Margin of Error
Population 25 years and over	296,702	±1,057	(X)	(X)
Less than 9th grade	8,897	±2,296	3.0%	±0.8

9th to 12th grade, no diploma	16,973	±2,115	5.7%	±0.7
High school graduate (includes equivalency)	97,903	±5,259	33.0%	±1.8
Some college, no degree	68,057	±3,987	22.9%	±1.4
Associate's degree	37,035	±3,930	12.5%	±1.3
Bachelor's degree	43,082	±3,834	14.5%	±1.3
Graduate or professional degree	24,755	±2,910	8.3%	±1.0
High school graduate or higher	270,832	±3,712	91.3%	±1.2
Bachelor's degree or higher	67,837	±4,565	22.9%	±1.5

Skill gaps in the region include Microsoft Office, particularly Microsoft Excel and Outlook. These programs are in provisional status on the Master Credential List and may not be available in the future outside of being bundled with other programs. We also have skill gaps for Spanish speakers, hospitality/retail skills (also slated for removal from the MCL). Employment gaps are found in the Healthcare Practitioners and Technical positions, where we have seen over 12,000 postings but less than 5,000 hires recently according to elmpact data powered by Lightcast.

Sources:

American Community Survey (ACS) 2022 1-Year Estimates for Citrus/Marion, 2022 5-Year Estimate for Levy County.

JobsEQ/Chmura

Lightcast

- (4)** An analysis of the workforce development activities, including education and training, in the local area. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers (WIOA § 108(b)(1)(D) and (20 CFR 679.560(a)(4)).

LWDB 10 has well established relationships with our local training providers to provide flexible training services to meet the needs of local businesses. In addition to traditional classroom programs already offered by area training providers, CSCLM is dedicated to meeting the needs of our labor market through several work-based initiatives to 'grow our own' in the demand sectors our board has identified. Work-based training can be provided as a stand-alone service or may be coupled with traditional training approaches to create customized educational tracks. Through close partnerships with area educators, custom-designed classroom training can be created for local candidates, as well as employees of existing businesses, within the region as need arises.

These partnerships and the customized trainings developed as a result are a strength of our local area. One example of this is the creation of an initiative known locally as Pathway To Permanent. Under the Pathway to Permanent initiative, in partnership with the College of Central Florida and Marion County Public Schools, curriculum was established to help local teachers and school faculty who were working on a temporary teaching certificate to gain the credentials necessary to attain a permanent teaching certificate. This program was launched with direct input by the local school system and tuition funding provided by CSCLM. Another strength of the region is our proven successful track record earning and executing discretionary grants. One such grant is our “Creating Connections” initiative using DOL grant funding that focuses on building a talent pipeline into the broadband installation industry. The goal of the initiative is to recruit a labor force that will support the scope of broadband expansion efforts in the rural northwest corridor of Florida. This a grant funded program that utilizes a one-week bootcamp style training in partnership with the College of Central Florida and BDI Datalynk, that results in three industry recognized certifications to help train local rural residents to do the work of fiber laying, splicing and maintenance. Students receive employment services with the goal of placement in the broadband industry. Additional training may be offered to aid in career advancement after the bulk of the fiber has been installed. Following early successes in the program, we were asked by the Department of Labor to present on the program at a DOL regional management meeting.

We are also continuously expanding our online course offerings to better meet the short-term training needs of our job candidates and businesses. We continue to work with the College of Central Florida and Metrix Learning to develop educational on-ramps and off-ramps to promote continued educational opportunities through the local college. The use of additional online training opportunities acts as a feeder into credit and degree courses through the college. Metrix Learning can also act as a ‘value-add’ by supplementing existing college curriculum with the training programs of local businesses to create truly business driven training programs.

Work-based training and education services available to individuals include On-the-Job Training (OJT), Customized Training, Customized Training for Employed Workers, Incumbent Worker Training, Pre-Vocational Training, Basic Skills Training, Occupational Skills Training, and Paid Internships and Work Experience Training.

Our OJT program allows us to partner directly with a business when they are hiring a new employee to assess and identify skills gaps that exist between the candidate’s existing skills and those required by the business. This approach allows us to directly address the businesses individual needs. Once the skills gap is identified, a training plan and agreement can be drafted to stipulate the amount of time in which the business can receive financial assistance through the form of wage reimbursements from workforce while they train the new employee on the skills that are required for the position. A drawback of the process is the burden of paperwork that must be completed by the hiring business, a weakness of the program. While our applications are as streamlined

as possible, there is a requirement that the business complete paperwork such as applications, training plans and follow up status reports, which can be difficult for busy employers. We do our best to pre-fill as much as possible to ease the burden to businesses and execute contracts quickly. OJT continues to prove to be a powerful tool to assist businesses that need specific skills that may not be commonly held in today's diverse workforce. OJT is often offered in conjunction with traditional training to provide hands-on training and experience.

Paid Work Experience/Internship continues to be a valuable avenue for students and those with little practical work experience to gain the skills needed to build and refine their resume. It provides up to 12 weeks of paid (by CSCLM) work site training in a specific occupation or industry and proven to be a powerful vehicle for moving individuals into employment.

Though apprenticeships are currently limited in our area, our board recognizes that they can be a strong tool in connecting the workforce with the needs of our businesses. To that end, we are working in tandem with Marion Technical College, Withlacoochee Technical College and the College of Central Florida in the development of additional apprenticeship programs. We are also in the process of partnering to introduce construction pre-apprenticeship training at a local Marion County High School that will provide the needed preparatory work to be placed in entry-level construction positions or progress to a registered apprenticeship program at the local vocation school.

Through our DOL YouthBuild grants, we are able to offer pre-apprenticeship training to young adults in our Youth program. The pre-apprenticeship training includes the Home Builders Institute Pre-Apprenticeship Certificate Training (HBI-PACT) with additional skills learned in warehousing, forklift and OSHA training.

In all work-based learning activities, partnering businesses agree to teach the skills necessary to succeed on the job and will provide the same working conditions for the referred individual as other employees. Training outlines that list the skills to be taught according to the agreement are closely monitored. Work sites and trainees are tracked regularly to ensure attendance and progress toward the goal. Staff work directly with the participating businesses to ensure that training is occurring as agreed upon and works as a mediator between the business and trainee when additional employment counseling is required. All training investments are strategically focused on Targeted Sectors and related occupations.

⁵ The state's criteria for youth service provider selection is outlined in [CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection](#).

LWDBs are responsive to Florida employers' demand for qualified workforce talent.

LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

Local plans describe how LWDBs implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers needed to compete in the global economy. Local strategies must prioritize employment, emphasize education and training, and ensure

- (1) Describe the LWDB’s strategic vision to support regional economic growth and economic self- sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on primary indicators of performance described in WIOA § 116(b)(2)(A) and (20 CFR 679.560(a)(5)).

Mission

CareerSource Citrus Levy Marion (CSCLM) brings together residents, businesses, educational and community partners to develop services to support high-quality education, training, supportive and employment services to meet regional workforce needs.

Vision

To be known as the number one workforce resource in the State of Florida by providing constructive tools and professional supportive services that are reflected in the quality of our job candidates and meet the needs of the business community.

Goals

CareerSource Citrus Levy Marion engaged Thomas P. Miller and Associates in a strategic planning process in 2022 to help develop goals and strategies for the region. This was a yearlong process which engaged board members, partners and the community to arrive at the board-approved goals below:

- Goal 1: Enhance the existing sector strategy approach, driving career pathways and systemically addressing business needs. that drives career pathways and addresses individual business services
- Goal 2: Leverage the strong service delivery structure to provide access to the comprehensive talent pool.
- Goal 3: Serve as convener for talent development in the region.
- Goal 4: Tell the talent development story of Citrus, Levy and Marion counties.

Additionally, CSCLM negotiated the goals below for our Primary Indicators of Performance:

Measures	PY2023-2024 Performance Goals
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Adults:	
Employed 2nd Qtr After Exit	88.10
Median Wage 2nd Quarter After Exit	\$7,815
Employed 4th Qtr After Exit	88.40
Credential Attainment Rate	80.20
Measurable Skill Gains	72.10
Dislocated Workers:	
Employed 2nd Qtr After Exit	87.50
Median Wage 2nd Quarter After Exit	\$8,904
Employed 4th Qtr After Exit	88.10
Credential Attainment Rate	78.60
Measurable Skill Gains	77.90
Youth:	
Employed 2nd Qtr After Exit	81.60
Median Wage 2nd Quarter After Exit	\$4,005
Employed 4th Qtr After Exit	78.20
Credential Attainment Rate	69.30
Measurable Skill Gains	80.00
Wagner Peyser:	
Employed 2nd Qtr After Exit	71.80
Median Wage 2nd Quarter After Exit	\$5,674
Employed 4th Qtr After Exit	67.90

- (2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area’s strategy to work with entities that carry out the core programs and combined state plan partner programs to align resources available to the local area, to achieve the strategic vision and goals described in number (1) above (20 CFR 679.560(a)(6)).

CSCLM works closely with both mandatory and non-mandatory partners in our tri-county area to plan for and implement necessary programming to help meet the needs of our community. Below are the strategies followed in our approved Strategic Plan to help us best align resources and achieve the goals set by our board and the State of Florida.

Additionally, our One Stop Operator is focused with quarterly partner engagement in service of the goals above.

- Strategy 1: Discuss and document in Memorandum of Understanding what each partner can provide and in what method.
- Strategy 2: Provide to all career center staff introductory and intermediate

- training on services delivered by each partner agency. This is often done through onsite training facilitated by the different partners.
- Strategy 3: Determine strengths of core programs and how to use those strengths as a core competency for the “system” and avoid duplication of efforts.
- Strategy 4: Share LMI and business intelligence.
- Strategy 5: Meet regularly to enhance services to both our job seekers and business customers.
- Strategy 6: Increase physical and virtual accessibility to our “system” services.
- Strategy 7: Share information and make referral seamless through shared data. Support a shared data system between all core programs.
- Strategy 8: Expand efforts for multi-channel marketing to share stories that resonate with each line of customer CSCLM services. For instance, individualized messaging that conveys how CSCLM can serve as a recruiter to jobseekers, headhunter to businesses and subject matter expert to partners.
- Strategy 9: Build on successful efforts like the Youth Expos, by increasing embedded K-12 programming through expanded public-school partnerships. Using these relationships to incorporate career pathway programming for in-demand jobs into curriculum, back by labor market information and industry validation.
- Strategy 10: Work with partners to develop a curriculum that will serve students to high-wage positions directly out of school to entice students who may not otherwise consider these paths.

(3) Describe the LWDB’s strategies to work with core and combined partners to contribute to the following statewide goals:

(a) Increase local labor force participation.

CSCLM partnered with our local Chamber/Economic Development entity in Marion County in 2022 to analyze Labor Force Participation in our area and better understand why individuals do not participate. It included three components:

- An assessment of local, regional, and national data related to workforce, demographics, and employment trends
- Interviews with Marion County employers to examine the actual recruiting and hiring experience.
- A large-scale survey of the working-age population of Marion County

Valuable insights from the report include:

- Bilingual (English/Spanish) workplaces and supervisors are necessary.

- CareerSource and CEP are cited as being effective, proactive partners for employers.
- Westport High School's Logistics & Supply Chain program is providing new entrants into the labor force.
- High school career days are effective, while general public career fairs are not highly effective.
- Referrals are a top method of recruitment that tend to yield the most reliable workers.
- Most employers use temporary employment agencies and find the agencies in Marion County to be effective partners.
- The Indeed online platform and local billboards effectively generate applications particularly if a sign-on bonus is advertised.
- Flexible scheduling and work hour arrangements that suit caregiver lifestyles are used as much as possible by employers.
- Attendance problems are the number one cause of attrition. No-shows are common.
- Turn-over rates are extremely high, but local employers find that their peers in other locations across the U.S. are also experiencing exceptionally high turn-over rates.
- Employers who need seasonal workers have found new workers primarily due to population growth. Newcomers are more likely to accept seasonal work.
- New public transportation to Marion Oaks is effective in bringing workers to employer sites.
- We work closely with Mid Florida Community Action and North Central Florida Community Action Agency to provide supportive services to assist breaking down barriers preventing active participation in the workforce.

This data allows us to better work with system partners to make data-driven decisions, particularly in working with populations that are underrepresented in the labor force. We have improved connections with Spanish-speaking populations, implemented programs at the local jails and prisons in partnership with Lowell and Marion County jail. We have also focused funding and grant dollars toward disadvantaged youth and rural populations to bolster the workforce in partnership with Habitat for Humanity, our local school districts, the College of Central Florida, Veterans services partners and local businesses.

(b) Ensure local jobseekers and employees aged 25-70 have a credential of value.

CSCLM partners with local training providers to evaluate demand and wages prior to program implementation. We also work industry leaders through our Industry Consortium which meets quarterly and convenes training partners with local business leaders who work together to evaluate what programs are needed in the area. We work with our training partners to submit programs to the Master Credential List for further evaluation prior to implementation.

- (c) Median wages greater to or equal to 75% of the median hourly wage in Florida.

Wages are evaluated prior to training program implementation. CSCLM uses wage data from Jobs EQ. Wage data by sector and occupation is offered to candidates and businesses to ensure both can better understand the local landscape, ensuring candidates understand what a fair wage is and businesses have data to remain competitive.

- (d) Increase the second quarter after exit employment rate by 10% for each of the following populations:

- a. Individuals 55 years and older

CSCLM partners with the Pinellas Urban League in Marion County and the National Caucus and Center on Black Aging, Inc. in Citrus and Levy Counties to better serve our population aged 55 and up. They have representation within our offices and candidates can meet with them to assess what services they will benefit from. Their specialized staff offer services through the Senior Community Service Employment Program (SCSEP) to help provide necessary job-related training in preparation for job assignments. Additionally, CSCLM provides training opportunities for SCSEP participants by providing work opportunities within the One Stop career centers as well as career coaching, WIOA training and employment, supportive services, tuition free online training and workshops.

- b. Youth

CSCLM works with other youth serving agencies to provide employment and training services to young adults in the tri-county area. Youth are evaluated and provided an Individual Service Strategy to identify barriers to employment, work readiness and basic skills levels. From there, occupational training and work readiness/foundational skills training are provided. For youth requiring additional counseling services, staff work with local providers in the area to provide mental health and substance abuse counseling. Credentials are focused on high demand occupations with clear career ladders that can afford a path toward self-sufficiency.

- c. Individuals receiving SNAP and TANF benefits

CSCLM serves TANF and SNAP customers in each of our 3 main offices. We have found that individuals in these programs who receive training are far less likely to return for benefits, compares to those who receive employment services only. Therefore, training programs are heavily encouraged with these populations to help them from sustainable careers at a living wage or higher. We partner with our local training providers, the Department of Children and Families, HOPE staff and also

have an MOU with an agency called Dwyer Workforce Development that focuses on CNA training for income eligible individuals to offer wrap around employment and support services to ensure better training program successes.

Additionally, we work closely with both community action agencies (CSBG) that represent our three county area (Mid Florida Community Action Agency and North Central Florida Community Action Agency). North Central Community Action Agency (NCCAA) is co-located within our comprehensive career center and space is offered in our other centers for active assistance. This allows staff to between both agencies to openly communicate and blend and braid funding opportunities to maximize resources. We also maintain representation on our board of directors from NCCAA which is our largest serving partner.

d. Individuals without a high school diploma or speakers of other languages

We partner with Marion Technical College, the College of Central Florida and Withlacoochee Technical College to refer individuals for GEDs and ESOL classes. We refer individuals to programs through the Marion County Literacy Council as well as the public libraries in our area for ESOL opportunities. For youth ages 16-24 we are able to provide diploma program services through the Penn Foster program within our career centers.

e. Individuals with disabilities

We work with the local Vocational Rehabilitation agency, as well as the Ticket to Work programs to help individuals with disabilities receive the occupational and work readiness training they need to be successful in their chose career path. We have been a Ticket to Work Employment Network (EN) for seven years. This program encourages individuals who are receiving Social Security Disability to engage in work without the fear of losing their benefits. Staff are dedicated to assist these individuals in preparing for job search, placement and follow up activities. Our full-service flagship career center provides work incentives and disability benefits counseling provided by a staff member who is a certified Community Partner Work Incentives Counselor. Providing this service on-site ensures that job seekers with disabilities who are considering entering or returning to the workforce are presented with all the options and can weigh all the implications a return-to-work entails.

(e) Increase total newly registered apprentices annually.

CSCLM partners with local school districts, technical schools and industry associations to help source apprenticeship candidates. We have the following established apprenticeships in our region:

Levy County:	Guardian Angels Medical Service Dogs
Marion County:	Electrician

Masonry
City of Ocala Utility Service IJW
CE Academy, INJ
National: Lockheed Martin – Electronic Assembler

Our Apprenticeship Coordinator also works with our Experiential Learning programs (On the Job Training, Employed Worker Training, etc.) and regularly partners with apprenticeship agencies and Florida Commerce staff through ongoing meetings to discuss strategies for engagement. Offering OJT and EWT agreements as gateways for new apprentices helps to incentivize the business to take a chance on someone with a skills gap. Apprenticeship programs are invited to hiring events and youth career exploration events to provide awareness for the programs and offer opportunities to become a registered apprentice.

(f) Increase registered apprenticeship programs.

CSCLM partners with our local training providers, industry associations and businesses to seek creation of new, and expansion of existing, apprenticeship and pre-apprenticeship programs. We work together to educate local businesses on the benefits of apprenticeship and share the financial support we can provide to apprentices and sponsoring businesses through supportive services and work-based learning agreements.

In 2021, CSCLM added an Apprenticeship Coordinator position to facilitate ongoing apprenticeship efforts. This coordinator continues to work closely with our Business Services team, local training providers and industry associations to promote apprenticeship benefits and opportunities.

(g) Increase registered pre-apprenticeship programs.

Our strong partnerships with the local school districts and industry associations help us to work as a system toward increasing pre-apprenticeship programs. Through our Department of Labor YouthBuild Grant, we offer the Home Builder Institute's Pre-Apprenticeship Construction Training Credential (HBI PACT). We are also partnering with the Marion County Building Industry Association, Marion Public Schools and the Chamber and Economic Partnership to bring the Academy of Construction Training's Pre-Apprenticeship to Lake Weir High School in East Marion County.

(h) Increase percentage of 12th grade secondary career and technical education enrollment.

CSCLM is a strong supporter of having local Career and Technical Education programming in each of our districts. We work closely with the CTE staff in all three of our counties, meeting regularly to discuss demand jobs and training opportunities. We

also highlight CTE programs at our Youth Career Expos each year in partnership with local schools, higher education, chamber and economic development partners to expose local students in middle school and high school to what CTE programs are available in their area. We create industry flyers for each targeted sector by county that highlights wages and demand in these field, and on the back side displays which program and school provides training in these fields.

- (i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

Our Industry and Education Consortium meets regularly to determine appropriate credentials and programing to provide training in targeted and emerging industries. We use a data-driven approach to analyze population trends that may suggest emerging sectors, such as increased families with children moving to the area and an aging population, suggesting more focused needs in Education and Healthcare. Outreach is provided in the schools beginning in middle school up through high school to education students on high wage, high demand occupations and training in these targeted sectors. Our youth teams work in the schools to help develop pipelines of talent for these industries. We also partner with the local Chamber and Economic Partnership to offer round-table style discussions with youth and local business leaders through the CEP's NEXT-working programs and our Youth Career Expos.

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

The local plan must address how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education, as well as core and combined state plan partners (described in Introduction Section C, above) including, but not limited to TANF, SNAP Employment and Training (E&T), JVSG, SCSEP, CSBG programs authorized under the state's unemployment insurance laws (referred to as Reemployment Assistance in Florida), programs authorized under section 212 of the Second Chance Act of 2007, and Housing and Urban Development, where available.

- (1) Workforce Development System Description:** Describe the local workforce development system, including:

- (a) All the programs included in the system; and
- (b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and [Chapter 445.003, F.S.](#)
- (c) How the LWDB works with entities carrying out core and combined programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA §

108(b)(2) and 20 CFR 679.560(b)(1)).

Our workforce development system brings together a menu of services that can be accessed to fill the needs of our customers. These services are provided in three major ways as a foundation for our system. (1) Those that are provided within our physical career center locations, (2) those services that can be accessed through electronic means and supported by trained center staff, and (3) those services that are provided at affiliate sites.

We have four Career Centers in our area, with one center designated as a comprehensive service center. Two of the other centers currently provide the majority of the required programs with easy access to all programs, and the final center provides services to professional candidate and businesses seeking highly trained individuals.

- Marion County: Our Full-Service Career Center is located at 2703, NE 14th Street, in Ocala
- Citrus County: Our Career Center is located at 683 S. Adolph Point, in Lecanto
- Levy County: Our Career Center is located at 2175 NW 11th Drive, in Chiefland
- Area wide: Our Professional Career Center is located at 3003 SW College Road in Ocala

We also have a Mobile Career Center (MCC) that we use to serve our outlying rural areas to increase the accessibility to our services and programs. This unit has a pre-determined schedule at partner sites that is published on our website, our offices, and at partner offices so that customers know when and where to expect the mobile unit.

Currently, the majority of all required core programs are offered within all of our centers. These programs include:

- Wagner-Peyser (WP) Labor Exchange services are provided by merit staff and supervised by the local area. **Provided in all centers and Mobile Career Centers**
- Veterans Employment and Training Services (VETS) program to include both the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representatives (LVER), provided by State merit staff under the supervision of the local area. **Provided in 3 Career Centers with trained staff assisting in all others**
- WIOA Adult and Dislocated Worker Self-services, Career Services, and Training Services, provided through direct services. **Provided in all centers and Mobile Career Centers**
- WIOA Youth services provided through contract with Eckerd Connects. **Provided in 3 Career Centers**

- Trade Adjustment Assistance (TAA) is provided by merit staff and supervised by the local area. **Stationed in Marion County Career Center and available in all centers as needed.**
- Temporary Assistance for Needy Families (TANF) is provided through direct services. **Provided in 3 Career Centers**
- Reemployment Services and Eligibility Assessment Program (RESEA), provided through direct services. **Provided in all 3 Career Centers.**
- Re-employment Compensation (UC) information and navigation assistance, provided through direct services. **Provided in 3 Career Centers and Mobile Career Centers**
- Supplemental Nutrition Act Program (SNAP), provided through direct services. **Provided in 3 Career Centers.**

Core programs provided within the system through memorandum of understanding (MOU) include:

- Vocational Rehabilitation (VR), services provided through MOU being negotiated at the State level with Department of Education. Services provided by referral.
- Senior Community Service Employment Program (SCSEP) is provided through MOU negotiated locally. **On site in one Career Center with direct linkages for other centers.**
- Adult Education and Literacy Activities is provided through Withlacoochee Technical, Marion Technical and local Colleges. **Direct linkages and through referral.**
- Carl D. Perkins Career and Technical Education Act through Withlacoochee Technical, Marion Technical and local Colleges, **supporting training needs as determined by skills gap in community.**
- Community Action Agencies training and employment services, MOU negotiated locally. **Available in our Comprehensive Center and in Coordination of services & Integrated Referrals in all other centers.**
- Housing Authorities, MOU negotiated at the local level. **Coordination of Services & integrated referrals.**
- Department of Juvenile Justice and corrections services through MOU negotiated locally. **Integrating services for mutual benefit and referrals upon release**

Other employment and training programs within the system include:

- Ticket-to-Work services are provided throughout the area in contract with the Social Security Administration. **Stationed in Marion County Career Center and available in all centers as needed.**
- Small Business Administration services are provided in partnership with our business services. **Located in same building as Professional Center with on-going linkage.**
- Kids Central services for Foster Youth. **Referrals between youth**

serving agencies

- Early Learning Coalitions. **Provided by referral**
- Center for Independent Living provide services as needed to individuals with disabilities. **Referrals, training, and accessibility.**
- PACE Center for Girls. **Referrals between youth serving agencies.**

(2) Adult and Dislocated Worker Employment and Training Activities:

- (a)** Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(6)).

WIOA training services are reserved for customers who do not have access to or adequate amounts of other sources of subsidized training such as TANF, VRAP, PELL, etc. The following employment and training services will be available to Adult and DW participants:

- Occupational Skills/Classroom Training
- On the Job Training
- Customized Training
- Customized Training for Employed Workers
- Apprenticeships
- Pre-Apprenticeships
- Incumbent Worker Training
- Skill Upgrading and Re-Training
- Entrepreneurial Training
- Supportive Services
- Case Management
- Follow-Up Services
- Concurrent Education in Job Readiness
- Adult Education
- Literacy Skills
- English Language Acquisition

In keeping with WIOA legislation, our board has determined that our Adult (AD) and Dislocated Worker (DW) program requirements will focus on Work-Based Training Models and Career Pathways in targeted sectors. Meaningful Work-Based Models will be relied on to help the candidate maintain relevancy in the job market. Our locally branded Custom Business Training includes OJT, Incumbent Worker Training, and Customized Training, that can be used to help individuals maintain marketability through skills attainment and upgrades. Programs like these have the added benefit of helping local businesses to maintain their competitive edge through a skilled labor force. The training program should be directly linked to occupations that support the local workforce and economy as outlined

in the demand data in Section A.

It is the goal of CSCLM to provide quality assessments and referrals to educational partners to assist candidates in establishing attainable goals. Under WIOA, all Adult and Dislocated Worker enrollments will begin with an Initial Assessment which uses a standardized format that helps staff determine the candidate's individual needs and the level of service required to best assist them in achieving their goals. This Initial Assessment is used to draft the candidate's Individual Employment Plan and to set short- and long-term employment and educational goals. Candidates' needs will be assessed through an analysis of experience matched with demand occupations in the area to identify skills gaps. Candidates seeking specialized or technical training may also be assessed with a formal competency and aptitude assessment such as the Wonderlic SLE. This additional assessment will help staff determine an individual's ability to be successful in their chosen career path. Once assessed, a candidate may be determined to have the knowledge, skills and abilities (KSAs) to obtain or retain employment with minimum career services. If they are determined to lack critical KSAs to obtain or retain employment in a demand occupation they may benefit from short-term training, either classroom or work-based. Finally, if they lack most critical KSAs to obtain or retain employment, they will require enhanced career services and training.

On the Job Training (OJT) is designed to assist businesses with the training and employment needs of their workforce meeting specific guidelines so that the business and trainee can maintain a competitive edge in the marketplace. The three unique features of the OJT program are:

- 1) The individual begins training as a new employee or an incumbent worker begins training for a new position
- 2) The individual receives training at the workplace, under appropriate supervision, thus acquiring occupational skills and knowledge in an "on-the-job" training environment
- 3) The trainee is able to earn a wage while in training while the business is acquiring an employee with a well-rounded and specific skill set to match their businesses needs

Under WIOA, local boards may set their reimbursement rate to participating businesses up to 75% of the OJT trainees hourly or salary rate of pay as listed in the WIOA section 134(c)(3)(H). Our local board has determined that participating businesses will receive a 50% reimbursement rate for eligible OJT participants. A 75% reimbursement rate will be established when a business enters into an agreement where the OJT trainee is designated as a focus demographic such as veterans, recipients of cash assistance, individuals with a disability, homeless persons, and criminal offenders.

Classroom Training may be a standalone training component, or it can be combined with an OJT or customized training when formal classroom education is needed for the trainee

to attain specific skills, credentials or certifications that cannot be attained through work-based training only.

Internships and Work Experience opportunities are planned, structured training and learning experiences that take place in a workplace for a limited period of time and expose the trainee to a specific career path or practical workplace experience. It is our policy that this type of training can be offered to candidates that have received Occupational Skills Training, need additional training and/or practicum in a field of study, or to provide updated skills to gain employment. The goals of the Internship and Work Experience programs are to:

- 1) Provide a means to increase the trainee's occupational skills;
- 2) Provide unemployed individuals the opportunity to earn a training stipend while gaining updated skills in a practical environment; and
- 3) Increase the chances of placement in unsubsidized jobs.

Unlike OJT, there is not the expectation that a training agreement will result in a direct hire at the completion of the training. However, it is our hope that the business will value the intern/work experience trainee and will consider hiring them into regular, ongoing employment should an opportunity exist or later become available.

Customized Training is made available to local businesses with a need to train their existing workforce. This training may be needed to maintain competitiveness in the current economy, to introduce new skills and technologies to workers and mitigate risk of layoff. Customized Training is a business service and provided as a flexible tool to meet the business' needs. Businesses may be reimbursed up to fifty percent of the overall training costs at the successful completion of the training.

- (b) Provide a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. 20 CFR 679.560(b)(21)

CSCLM's local policy is in alignment with requirements outlined in WIOA. Priority of Service is applied to all Adults applying for services. The specifics of our approach are located in our local operating policy: **OPS-26 WIOA Eligibility/Services Information:**

WIOA ADULTS

Under WIOA, the 'limited funding for priority' provision is removed. It is implied that all WIOA participants that are funded under ADULT formula funding will be served through consideration of Priority of Service. Priority of Service is given to those individuals that exhibit multiple barriers or special priority categories specified below. Funds allocated for Dislocated Workers are not subject to this requirement. Priority is given first to these individuals:

1. Meeting WIOA eligibility under Title I for the Adult Program as defined in the WIOA section 3(2) as a person of or over the age of 18 years old.
2. A resident residing within the geographic borders of Citrus, Levy or Marion counties or a resident of a neighboring county that is seeking employment in Citrus, Levy or Marion County; **and**
3. Is a low income individual as defined in the WIOA Section 3(36)(A) or meets the local definition of low income as specified in WIOA and CareerSource CLM policy.

Priority is given when additional barriers are present

Exhibiting at least one of the following characteristics (Priority of Service):

- Military Veteran
- Belonging to a group designated by the Governor as a special needs group (individuals with disabilities, over 55 years of age)
- Recipients of public assistance
- Receives, or in the past six (6) months has received, or is a member of a family that is receiving or in the Past six (6) months has received, assistance through the supplemental nutrition assistance program, cash assistance through Temporary Assistance for Needy Families (TANF), or is eligible for supplemental security income or any other State or local income based public assistance.
- An individual who is basic skills deficient (For adults, the term “basic skills deficient” is defined in WIOA sec. 3(5)(B) and applies when an individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society. Priority must be given regardless of funding levels.)
- Is a homeless individual
- Is an individual with a disability whose own income meets the income requirements of bullet number two (2) listed above, but who is a member of a family whose income does not meet this requirement.

(3) Training Services: Describe how training services outlined in WIOA section 134 are provided, including:

- (a) A description of the process and criteria for issuing ITAs, including a description of any ITA limitations established by the LWDB and a description of any exceptions to the use of ITAs.

CSCLM offers training services that are necessary to fill the skill gaps within our communities. Priority will be given for occupations in our Targeted Sectors. The following methods will be used:

Individual Training Accounts

Individual Training Accounts (ITA) will be used to pay for tuition that is not covered by other funding sources such as PELL. These accounts will be issued to training institutions that

have been approved for placement on our Area Targeted Occupation List in accordance with local and State policy. At this time CSCLM has an established cost cap for training related expenses (tuition, books, fees) and recognizes that each ITA request will be reviewed on a customer 'as needed' basis considering the total cost of attendance. Exceptions to this cap require prior approval of the Chief Executive officer, Executive Vice President, or Director of Operations.

Current cap amount:

- Non-Pell programs: \$3,600
- Pell eligible programs: \$3,000
- Support Services: \$400

(b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs.

On-the-Job Training

On-the-Job Training will be offered to place individuals into jobs within our targeted sectors. OJT will be provided under contract with the business who can be a public, non-profit, or private sector business. Occupational training will be developed based on a training plan that focuses on the skills that each trainee needs to be successful in the occupation. In some instances, it is necessary to follow a completed ITA with a limited OJT to ensure that all skills are gained by the trainee. Our reimbursement for OJT is at 50% of the wage rate. There are instances where a 75% reimbursement rate may be used if the OJT trainee is classified as a targeted demographic: veterans, individuals with disabilities, recipients of cash assistance, homeless, ex-offender.

Customized Training

Customized training will be used to enable the local area to develop training strategies with our education providers that can meet short term employment needs for new or expanding businesses. These training efforts are not typically offered through regular classroom training offered on the Area Targeted Occupation List but are customized per business or group of businesses who need to fill current or projected vacancies. The businesses will pay at least 50% of the training costs and will commit to hire the individuals once training is complete.

Customized Training for Employed Workers

This training is delivered in much the same way as customized training through the use of an agreement with the business that defines the specific skills to be taught and certifications to be gained. The individual who is trained is already employed by the business but is in need of enhanced training and skills to meet the needs of the business. The focus will be on growing the skill base within our sector industries and will assist an individual who is not yet self-sufficient to become a self-sufficient wage earner. Businesses will be required to contribute 50% of the training costs.

Incumbent Worker

Incumbent worker training is an effective strategy to use when assisting a business or their employee (of longer than 6 months) with becoming more competitive. This training is designed to meet the needs of a business or a group of businesses to retain a skilled workforce and to avert the need to lay off employees by providing training and certifications of new skills needed by the business. No more than 20% of the total Adult and DW funding will be set-aside each year to support incumbent worker training. Businesses will be required to pay the non-federal share of the training costs.

Internships/Work Experience

Internships are a structured learning experience that is developed within a workplace for a limited period. These may be paid or unpaid but are used to enhance skills and speed up time to employment. This is a very effective strategy for career changes and for entrants into a new career following training.

- (c)** How the LWDB will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (WIOA §108(b)(19) and 20 CFR 679.560(18)).

20 CFR section 680.210(b) stipulates that approved training services are to be directly linked to occupations in demand in the area as established by the local area board and as published on the Area Targeted Occupation List (ATOL). The CSCLM ATOL is available at the Career Centers in Citrus, Levy and Marion Counties as well as available on the careersourceclm.com webpage. The Area Targeted Occupation List is derived from information gathered from the Florida Education and Training Placement Information Program (FETPIP) data, State Labor Market Information and local data analysis as set forth in CareerSource CLM's Policy OPS 28: Area Targeted Occupation List and Training Provider Selection. Customers may select a program and training vendor that has been approved and is listed on the ATOL. This list will show currently available programs and the associated training vendors approved to provide such training utilizing local WIOA, WTP, and Trade Adjustment Act (TAA) funds.

- (d)** How the LWDB ensures training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate (WIOA §134(c)(3)(G)(iii)). Include strategic or other policies that align training initiatives and Individual Training Accounts (ITAs) to sector strategies and demand occupations (WIOA §134(d)(1)(A)(ix)(II)(aa)).

CSCLM utilizes the Regional Demand Occupation List/Area Targeted Occupation List (ATOL). The data on these lists constitute a broad array of occupations that represent growth and local need as determined by local and statewide labor market information. However, these lists are formulated based on forecasts and local economic conditions may or may not be favorable to forecasted occupations. Tangible data received through FETPIP, the State management information system (MIS) and local need

and placement statistics will be used in determining what occupations shall be deemed eligible for local funding.

Additional sources of occupational data that may be used and considered when selecting occupations to be represented on the ATOL include, but are not limited to:

- a) State Labor Market Statistics
- b) Supply and Demand Report
- c) Help Wanted Online Lists (HWOL)
- d) JobsEQ
- e) Lightcast

A local need must be present at the time the training program is included on the ATOL. This need may be documented through local anecdotal data and will be submitted for approval of the Career Center and/or Business and Economic Development Committees, comprised of local business leaders and industry representatives, prior to implementation. The meetings of these committees are held in accordance with the Florida Sunshine Law requirements and are advertised and open to the public.

The ATOL is considered a 'living document' and will be reviewed for effectiveness on a quarterly basis to ensure the demands of the local labor market are met. Occupations considered for inclusion or removal will be reviewed by the local board committees and Board for approval or denial. It is CSCLM management's responsibility to ensure only quality programs with positive outcomes are funded. While staff will not add or remove programs or providers from the ATOL without proper committee and board authority, staff may determine to limit enrollments into a previously included program if current economic and employment conditions do not exist to warrant enrollment.

We will discontinue our ATOL and institute the entirety of the State's Eligible Training Provider List at such time that it is ready for local use. This change is currently in progress.

- (e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.

Work Based Training options are available to our local employers and career seekers through the Workforce Investment and Opportunity Act (WIOA) and through the Temporary Assistance for Needy Families (TANF). Within these different funding sources are a variety of strategies to assist in training for career seekers and employees. We have locally branded these strategies as Custom Business Training (CBT). We use this term to prevent confusing the employers as to the many different options available.

Work Based Training includes the following options: On-the-job Training (OJT), Customized Training, Customized Training for Employed Workers, Paid Work Experience, Community Based Work Experience, and Paid Internships.

(4) Youth Workforce Investment Activities: Provide a description and assessment of the type and availability of youth workforce investment activities (services) in the local area, including activities for youth who are individuals with disabilities. The description and assessment must:

(a) Identify successful models of such youth workforce investment activities (WIOA §108(b)(9) and 20 CFR 679.560(b)(8)).

Workforce Investment activities that exist for youth in the CSCLM area include:

- Paid Work Experience/Internships
- Occupational Skills Training in targeted sectors
- Basic Skills Training
- Work Readiness Training
- On the Job Training
- Mentoring and Soft Skills workshops

Training options are available to individuals with disabilities, accommodations are made as needed. All centers are ADA compliant and reasonable accommodations are made. All centers are equipped with assistive technologies.

(b) Include the local area's design framework for the local youth program and how the 14 program elements required in 20 CFR 681.460 are made available within that framework (WIOA § 129(c)(1)).

CareerSource Citrus Levy Marion has a framework of local services and partners to help meet the needs of youth in our region. Our community partners serving youth include:

- Kids Central – Foster Care
- Bays Area Youth Services – Diversion Program
- Episcopal Children's Services
- The Arnette House – Foster Care/Alternative Education
- Department of Juvenile Justice
- Cypress Creek Juvenile Correctional Center
- College of Central Florida
- Marion Technical College
- Withlacoochee Technical College
- Marion Technical Institute

- P.A.C.E. center for girls
- Vocational Rehabilitation
- YouthBuild USA

Our youth services provider, Eckerd Connects, services youth ages 14 – 24, with services being focused on low-income youth with barriers to employment. *All program elements are made available to youth at three of the centers through one-on-one case management with career development coaches from Eckerd Connects.* The table below outlines provision of the 14 required youth elements as outlined in Eckerd Connects Statement of Work:

WIOA Required Program Elements	Provider / Referral Agency	Instructional Activities
1. Tutoring, academic remediation; study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	Eckerd Connects / Public school partners (Marion, Citrus and Levy County School Boards to include Marion Technical College and Withlacoochee Technical College)	Computer based training / instructor facilitated GED Practice, GED Prep materials, Practice GED exams, and Khan Academy (online) as an online instructional teacher-aided tool that is also used as a one-to-one instructional resource with minimal guidance.
2. Alternative secondary school offerings	Eckerd Connects /Public school partners (Marion, Citrus and Levy County School Boards Alternative Programs)	Florida Sunshine State Standards
3. Summer employment opportunities directly linked to academic and occupational learning	Eckerd Connects / Community Business partners, Community Based Organization (CBO's), and Faith Based Organizations (FBO's)	Year-Round Services will be documented by Eckerd and summer work experience opportunities may be offered based upon assessed need

4. Paid and unpaid work experiences, including internships and job shadowing	Eckerd Connects /Community Business partners, CBO's, FBO's	Eckerd documented Work Experience activities
5. Occupational skills training	Approved Training Provider Partners	Various - Based on identified occupations/career fields on the Targeted Occupations List with Approved Nationally Recognized
6. Leadership development opportunities, including such activities as positive social behavior and	Eckerd Connects/ in connection with various community partner agencies and employers.	Employability Skills, Life Skills curriculum that includes leadership development, nutrition, family planning, substance abuse prevention, health, and safety.
7. Supportive Services	Eckerd Connects/ in connection with various partner agencies and/or employers	Independently driven by participant needs. Supportive services for interview attire, educational training, and employment activities such as gas cards, bus passes, and other
8. Adult mentoring for at least 12 months	Eckerd Connects/ in connection with partner agencies and employers	Career Coach may provide mentoring during enrollment and in follow-up status. Independently driven by participant needs; Case managed and documented. Volunteers from outside agencies may be considered as
9. Comprehensive guidance and counseling	Eckerd Connects will refer to community agencies	Ongoing intensive case management to include additional counseling and guidance as needed
10. Follow-up services no less than 12 months after exit	Eckerd Connects	Independently driven by participant needs. Contact with participant, employer, post- secondary entities, job retention coaching, academic support, incentives, support, career, and education counseling. (Continuous service until participant has completed follow-up
11. Financial Literacy	Eckerd Connects /Community Business partners	Eckerd will provide financial literacy as a part of our work readiness activities in a class setting or individually
12. Entrepreneurial Skills Training	Eckerd Connects/Community Business partners	Career Coach to assist youth that may be interested in establishing their own business with research and guidance. Community partners and business shadowing can be used in the

13. Activities that youth transition to postsecondary education and training help	Eckerd Connects in connection with local colleges and technical schools	Career Coach can assist with guidance and referrals to colleges or technical schools. They can help with career exploration and what is needed for training/education in the field. We can assist with FAFSA application as needed.
14a. Services that provide labor market and employment information in the local area	Eckerd Connects	Eckerd will provide this information as a part of our work readiness activities in a class setting or individually within in DevelopU (O*Net)
14b. Education offered concurrently with and in the same context as workforce preparation	Eckerd Connects /Community Business partners	Eckerd may provide basic skills in reading and math to assist young adults while they receive work readiness activities in a class setting or individually.

- (c) Describe the LWDB’s policy regarding how the local area will determine when an individual meets the definition of basic skills deficient contained in [Administrative Policy 095 – WIOA Youth Program Eligibility](#).

CSCLM determines a youth as meeting the definition of basic skills deficient, under local WIOA policy OPS 26: WIOA Eligibility Services, when that individual has English, reading, writing, computing skills at or below the 8th grade level on a generally accepted standardized test or a comparable score on a criterion - referenced test.

CSCLM determines this by assessing using a generally accepted standardized test (CASAS for testing (pre and post), in conjunction with school records.

- (d) Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society” and describe how the LWDB defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 CFR 681.290).

Youth who assess at below a 9th grade education level on the CASAS or other comparable criterion-referenced test will be deemed basic skills deficient and therefore unable to compute or solve problems, or read, write, and speak English at a level necessary to function on the job, in the individual’s family or society.

- (e) Define the term “requires additional assistance to complete an educational program or to obtain or retain employment” and describe the circumstance(s) or other criteria the LWDB will use to qualify a youth under this eligibility barrier (20 CFR 681.300).

The local board classifies the above statement as being valid in regard to eligibility when back-up is presented to the case manager when the following characteristics exist (per local policy *OPS-39 WIOA Eligibility Documentation Listing*)

- A youth that while attending secondary education received/is receiving services under an IEP (Individualized Education Plan), or
- A youth that while attending secondary education compiled/is compiling a record of disciplinary problems as manifested by the mandatory attendance at detention, an alternative school, expulsion, suspension, or participation in an in-school suspension program, or
- A youth that has completed an education program but lacks the appropriate license for the occupation, or
- A youth whose financial aid package is less than or equal to 80% of the federally estimated cost of attendance for the post-secondary institution where enrolled, or
- A youth who has a certificate of attendance from a secondary school system, or
- A youth who has certification/licensure from another state and must challenge the requirements of this state. (Fees for examination of records and eligibility for certification/licensure in this state, fees for license testing preparatory sessions)

Documentation requirements include:

Documentation from an Educational Provider

- Program/School System
- Applicant Statement
- Letter from Business or Educational Staff
- Staff Member
- Telephone Contact Form from a School System

Letter from the School

- Telephone Contact Form from a School System

Copy of the Certificate of Attendance

Copy of Certificate or License

Letter from the School/Financial Aid Office

- (5) **Self-Sufficiency Definition:** Under WIOA § 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers who need training services to obtain or retain employment leading to economic self-

sufficiency or wages comparable to or higher than wages from previous employment. Describe the definition of “self-sufficiency” used by your local area for:

- (a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and
- (b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).
- (c) If self-sufficiency is defined differently for other programs or populations served in the local area, describe the definition of “self-sufficiency” used for those programs as well. NOTE: If the local area utilizes a self-sufficiency definition that exceeds 250% of the Lower Living Standard Income Level (LLSIL) or LLSIL wage rate, the description must include the rationale/methodology used by the local area to determine the local area’s self-sufficiency standard.

ADULTS

Low-Income: Earning a rate of pay at the local wage sufficiency rate as determined by DEO or less than 200% of the Lower Living Standard Income Level based on family size.

Self Sufficiency: Defined as making at least 200% of the poverty rate and is also the threshold used to determine adult eligibility:

2024 Lower Living Standard Income Level (LLSIL)

Example is a family of one (1):

\$11,838.00 (Poverty) \$33,822.00 (200%)

Dislocated Workers

Earning a rate of pay representing the hourly equivalent of 80% of the layoff wage.

Employed Worker

Based on the average wage of occupations in the Ocala Metropolitan Statistical Area (MSA) associated with the targeted industries in the CSCLM area, it has been determined the self-sufficiency wage level for employed workers is \$29.06 per hour or \$60,462 annually, which allows for an increase to the skill levels of existing workforce to meet the needs of the business, to leave no worker behind in obtaining and retaining employment opportunities, and to continuously foster economic growth.

- (6) **Supportive Services and Needs-Related Payments:** Describe the types of supportive services offered in the local area to include any applicable limits and levels. The supportive services offered by the LWDB in the local area must align with the supportive services outlined in [CareerSource Florida Administrative Policy 109 –](#)

Supportive Services and Needs-Related Payments.

CSCLM understands the importance of supportive services in ensuring a customer's success in training or employment programs. Because CSCLM provides direct management of the career centers in our area, programmatic coordination of supportive services is made easier. Customers receiving individualized career services through WIOA, TAA, WT, SNAP or any of our competitive grants (YouthBuild, Sector Initiative) are eligible to receive support services if the need is deemed appropriate by the customer's case manager *and included on the customer's Individual Employment Plan (IEP)*. Full integration of partner programs within our system allows us to blend funding sources to maximize resources and provide quality assistance to our customers.

WIOA/WT/Competitive grants Support Services:

Cap currently set to \$400 per person per enrollment period unless otherwise approved by leadership. Supportive services are coordinated across programs and agencies through careful community coordination. Staff maintain representation on many local agency boards and committees to maintain knowledge of available resources. Availability of resources through local agencies are reviewed prior to issuance of WIOA/WT resources. Not only does this maximize funding, but also keeps partners working closely with each other. Representation exists in the following:

- Marion County Continuum of Care
 - Resource and Referral Subcommittee (CoC) that is a consortium of 40+ local agencies that meet monthly to discuss current issues and resources available.
- United Ways of Citrus, Levy and Marion counties
- Citrus, Levy and Marion disadvantaged transportation boards
- Affordable Housing Advisory Committees
- Early Learning Coalitions within the three counties
- All veterans resource centers

Use of supportive services are documented in the customer's Individual Employment Plan or (Youth) the Individual Service Strategy. Supportive services are provided in the following fashion:

- Travel Assistance up to \$10.00 weekly or \$50.00 monthly for full time participation
 - Additional out of area mileage reimbursement
- Bus Passes
- Childcare Assistance
- Needs Based Payments
- All other expenses that may prohibit active participation in the workforce and/or training programs.
 - Car repairs
 - Rental assistance

- Childcare
- Utilities assistance
- Uniforms/tools of trade for work
- Supplies needed for participation in a training program.
- All other requests are reviewed on a case-by-case basis.

To receive needs related payments, adults and OSY (ages 18-24) must:

1. Be unemployed;
2. Not qualify for, or have ceased qualifying for, Reemployment Assistance (RA) benefits;
3. Be enrolled in training services authorized under WIOA sec. 134(c)(3).

Budget will be established and reviewed with participant for needs related payments and will be reviewed on a quarterly basis

TAA Support Services:

- Travel Assistance for out of area job search/training
- Relocation Assistance

SNAP Support Services:

- Travel Assistance up to \$25.00 monthly

Services may be blended based on funding availability and program eligibility.

- TAA may be served under Dislocated Worker
- WT may be served under Adult or Dislocated Worker
- SNAP may be served under Adult or Dislocated Worker

Funding for support services is limited, so staff provides customer referrals to other community service agencies when funding exists to maximize local resources. *Partner agency supportive services will be considered first, then if not available, WIOA can be used for needed supportive services.*

(7) Individuals with Disabilities: Describe service strategies the LWDB has in place or will develop that will improve meeting the needs of customers with disabilities as well as other population groups protected under Section 188 of WIOA and 29 CFR Part 38.

CSCLM employs the strategies below to meet the needs of customers with disabilities and other protected groups:

Strategy 1: Ticket to Work. We have been a Ticket to Work Employment Network (EN) for several years. This program encourages individuals who are receiving

Social Security Disability to engage in work without the fear of losing their benefits. Staff are dedicated to assist these individuals in preparing for job search, placement and follow up activities. Our full-service flagship career center provides work incentives and disability benefits counseling provided by a staff member who is a certified Community Partner Work Incentives Counselor. Providing this service on-site ensures that job seekers with disabilities who are considering entering or returning to the workforce are presented with all the options and can weigh all the implications a return-to-work entails.

Strategy 2: Accessibility of services. (1) All of our sites are accessible and in conformance with the ADA. We ensure that any new training provider is accessible by conducting an on-site review prior to placing on ETPL list. (2) Multi-Lingual staff are present on site to assist with necessary translation. The most used forms have been translated into Spanish to assist our Spanish speaking customers. (3) We have a strong working relationship with the Center for Independent Living. They provide training to staff and provide sign language interpretation services as we need them. (4) As we update our website, we will be including a translatable format to increase our on-line accessibility. We insured that our phone message for SNAP was in both English and Spanish. We have also contracted with Universal Tech. Translation Service a provider for interpreting service for use in the event we have speakers of other languages other than English or Spanish. This service is used via telephone, so the staff will need to go into the designated safe room with the candidate when using this service since they will need to put the call on speaker, it is accessible via telephone conference call using a designated PIN number.

Strategy 3: Connections with Homeless organizations. The causal effect of disabilities and lack of access to training can often result in homelessness. We have close linkages in our region with the homeless councils and Continuum of Care to ensure the best possible services in our region. We work with other homeless serving agencies to train them on our services, Employ Florida (statewide labor exchange system), resume production and sharing of information for expedient service. They also in turn train our center staff on what services are available so that we can find resources to assist our homeless or at-risk customers.

Strategy 4: Services to Veterans. Through our VETS program we work directly with community agencies serving veterans and provide outreach to encourage veterans that need job seeking services to use our resources. We train other agencies on EF and keep in contact to fill our available job listings with veterans first. Veterans who have disabilities are served directly by either our frontline staff or if the disability warrants special services, they are then served by our Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representative (LVER) staff. Our close linkage with the community provides us with the knowledge needed to help our veterans not only find employment but to assist with other issues that they may be struggling with. We also work through our Business Services unit to provide strong linkages with business for hiring a Vet and for job fairs such as Paychecks

for Patriots. We are committed to provide priority services to our veterans.

Strategy 5: Services to Youth. We focus our youth services on out of school youth who are the most in need. Our youth typically have multiple barriers to employment and often these barriers can interrupt their access to services as needed to progress to self-sufficiency.

(1) Our provider of youth services is well integrated with law enforcement partners. Our team looks at ways to partner on job fairs and to assist in transitioning youth from facilities statewide back into our area. We are currently working with the Marion County Sheriff's Department to provide service overviews to pre-release youth to assist in a smooth transition back into society.

(2) Recruitment of youth is conducted with other youth serving agencies to ensure that we are serving those most in need. We primarily focus on recruiting youth who are homeless, lacking a diploma, engaged with the juvenile justice system, foster youth, youth from distressed and poor neighborhoods and those challenged with disabilities.

(3) Our YouthBuild program is called Phoenix Rising. This program has been in place for 13 years and has built a total of 20 homes in economically distressed areas in our service area. This program teaches soft skills, provides for a diploma, teaches construction skills and other certifications and places them in employment or post-secondary education. All of this plus the ability to provide a home for a family, the youth learn how to give back to their community and be a hero for someone else.

(8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs: Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(c) and 20 CFR 679.560(b)(3)(iv)).

CSCLM provides access to the FloridaCommerce Reemployment Assistance website that enables customers to file their claims, claim their weeks, report their job search activities, and complete online activities related to the payment of Reemployment assistance program. We aid the customer with "navigation" through the claims process and the web site. We also provide two telephone stations in the Resource Room which they can use if they need to contact the Unemployment Hot Line. Our main purpose and goal is to assist the candidate in gaining meaningful employment.

In addition, CSCLM participates in the RESEA program, which requires a select pool of reemployment applicants that are likely to exhaust their benefits due to limited work skills, education and/or prior experience. The program requires the individual to meet with staff to develop an Individual Employment Plan that will engage them into a more effective and productive job search. Services provided to the individual will

range from a formal assessment, identifying barriers, updating and/or support with resume development and providing labor market information.

- (9) Highest Quality of Services to Veterans and Covered Persons:** Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

CSCLM is committed to provide priority services to our veterans and covered persons. Through our VETS program, we work directly with other veteran serving agencies to provide outreach materials and information to encourage veterans that need job seeking services to use our resources. We train partner agencies on using the Employ Florida job search platform, including the Veterans' portal, and maintain relationships with other veteran serving agencies to fill our system job listings with veterans first. Veterans who have disabilities are served directly by either our frontline staff or if the disability warrants special services they are then served by our Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representative staff. Our close linkage with the community provides us with the knowledge needed to help our veterans not only find employment but to assist with other issues that they may be struggling with. We also work through our Business Services unit to provide strong linkages with business for hiring a Vet and for job fairs such as Paychecks for Patriots which we host annually.

- (10) Entities Carrying Out Core Programs and Combined State Plan Partner Programs:**

Describe how the LWDB works with entities carrying out core and combined state plan partner programs to:

- (a)** Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (20 CFR 679.560(b)(2)(i))
- (b)** Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) and
- (c)** Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii)), to include credentials contained on Florida's Master Credentials List.

We have expanded our online course offerings through Metrix Learning (NY Wired for Education) to better meet the short-term training needs of our job candidates and businesses. We are also working with the College of Central Florida and Metrix Learning to develop educational on-ramps and off-ramps to promote continued educational opportunities through the college. The introduction of additional online

training opportunities will act as a feeder into credit and degreed courses through the college. Metrix Learning can also act as a 'value-add' by supplementing existing college curriculum with the training programs of local businesses to create truly business driven training programs. To date, close to 1,000 citizens have registered in the Metrix system.

Our objective to facilitate career pathways is to co-enroll customers from core programs such as Trade Adjustment Act, Welfare Transition, SNAP allowing participants the opportunities of work-based learning, educational advancement, skills enhancement. We have a strong partnership with industry associations, economic and education partners in developing programs that are needed in our local area for high-demand occupations currently as well as future planning.

Our newly formed Industry Consortium brings local business and education leaders together to review employment and training needs of local employers and how entities can work together to improve the region's workforce training programs. We work with these same partners evaluating program offerings being considered for addition to the Master Credentials List, providing LMI on job demand and wages. Partners also work together on the annual Youth Career Expos to help educate middle and high school students on demand occupations, and what steps they can take now at the CTE level to set them up for success upon graduation with entry into these pathways.

In addition to implementing an Agile Staffing plan to encourage staff to become locally certified in multiple workforce programs, fostering more opportunities for co-enrollment, CSCLM has also partnered with Dwyer Workforce Development to encourage co-enrollment of WT/SNAP participants seeking CNA training into the WIOA program. This will provide additional support services to help them be successful in their training program.

(11) Employer Engagement: Describe strategies and services used in the local area to:

- (a)** Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; (20 CFR 679.560(b)(3(i)) and
- (b)** Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))

CSCLM's employer engagement strategies and services include the implementation of programs such as incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services designed to meet the needs of regional employers. These programs can be particularly beneficial to small businesses that struggle to find the manpower to train while meeting their day-to-day operational needs. We actively support the

Citrus, Levy and Marion County Chambers and economic development with their small business incubators. We can provide community linkages to the startup businesses to address immediate and long horizon needs. One such endeavor is to offer paid work experience and work-based learning opportunities for individuals to learn new skills in small business that often involve emerging technologies. Not only does this create additional learning opportunities within our community but helps the small business through training incentives.

Business services staff members are targeted to the sector industries of manufacturing, health care, information technology, transportation, distribution and logistics, construction and education. Staff maintain open communication with area businesses to keep abreast of latest industry needs and emerging occupations and technologies.

Outreach events such as Job Fairs and Youth Career Expos are held across all three counties in the service area. Many of these events are offered in partnership with local industry councils, chamber and economic partners and schoolboard employees, ensuring a robust approach to serving employers through targeted services focused on experiential learning for new and existing staff as needed.

We annually host an HR conference in partnership with the Ocala Human Resources Management Association. This event is called Heart of HR and caters to all businesses throughout north and central Florida. Content includes employment law, compliance, recruitment and retention and often features sessions with employment law attorneys to help businesses navigate and overcome challenges with the ever-changing employment landscape.

CSCLM continues to work closely with all economic development partners, and educational providers to determine needs in the community. CSCLM also works closely with our educational providers and industry associations to coordinate training needs to support special customized programs. During past year, CSCLM has partnered with Marion County Public Schools and College of Central Florida to provide tuition assistance for non-certified teachers to earn their certification. Utilizing Creating Connections Broadband Grant, provided job seekers paid training at College of Central Florida, increasing earning potential. CSCLM continues to connect work with local education providers, such as College of Central Florida, to connect students and graduates with businesses utilizing our Internship program.

- (c)** Utilize community-based information related to educational programs and industry needs contained in the quarterly reports submitted to the LWDB by the local area's education and industry consortium. (CareerSource Florida Strategic Policy 2023.09.19.A.2)

CSCLM's Education and Industry Consortium convenes local business leaders in demand industries with education leaders to review local data, the needs of employers and how entities can work together to improve the region's workforce. This local data is generated using the JobsEQ platform, as well as support data provided by CSCLM's Business Services team which works directly with local businesses. This data helps to drive local programming and frames discussions with training providers on Master Credentials List submissions, Career and Technical Education programs and sequencing within career pathways.

(12) Enhancing Apprenticeships: Describe how the LWDB enhances the use of registered apprenticeships to support the local economy and comply with [CareerSource Florida Strategic Policy 2019.02.13.A.1 – Registered Apprenticeship Strategic Policy](#). Describe how the LWDB and apprenticeship navigators work with industry representatives, education partners, and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners.

Describe strategies and operations that promote and support statewide apprenticeship goals that include, but are not limited to:

- (a) Increasing total number of new apprentices and pre-apprentices per year
- (b) Increasing total number of registered apprenticeship programs and program occupations
- (c) Increasing total number of registered pre-apprenticeship programs
- (d) Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.
- (e) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

CSCLM partners with local school districts, technical schools and industry associations to help source apprenticeship candidates. The following apprenticeship programs are established in our region:

Levy County:	Guardian Angels Medical Service Dogs
Marion County:	Electrician Masonry City of Ocala Utility Service IJW CE Academy, INJ
National:	Lockheed Martin – Electronic Assembler

In 2021, CSCLM added an Apprenticeship Coordinator position to facilitate ongoing apprenticeship efforts. This coordinator continues to work closely with our Business Services team, local training providers and industry associations to promote apprenticeship benefits and opportunities.

Our Apprenticeship Coordinator also works with our Experiential Learning programs (On the Job Training, Employed Worker Training, etc.) and regularly partners with apprenticeship agencies and Florida Commerce staff through ongoing meetings to discuss strategies for engagement. Offering OJT and EWT agreements as gateways for new apprentices helps to incentivize the business to take a chance on someone with a skills gap. Apprenticeship programs are invited to hiring events and youth career exploration events to provide awareness for the programs and offer opportunities to become a registered apprentice.

CSCLM partners with our local training providers, industry associations and businesses to seek creation of new, and expansion of existing, apprenticeship and pre-apprenticeship programs. We work together to educate local businesses on the benefits of apprenticeship and share the financial support we can provide to apprentices and sponsoring businesses through supportive services and work-based learning agreements.

Our strong partnerships with the local school districts and industry associations help us to work as a system toward increasing pre-apprenticeship programs. Through our Department of Labor YouthBuild Grant, we offer the Home Builder Institute's Pre-Apprenticeship Construction Training Credential (HBI PACT). We are also partnering with the Marion County Building Industry Association, Marion Public Schools and the Chamber and Economic Partnership to bring the Academy of Construction Training's Pre-Apprenticeship to Lake Weir High School in East Marion County.

Targeted Apprenticeship Activities include:

- CSCLM partnered with Marion County Public Schools (Lake Weir High School) in developing a Pre-Apprenticeship Construction Program provided by the Academy of Construction Training out of Lake County. In addition to the development of the program, CSCLM has provided ongoing support to students by facilitating workforce readiness workshops to students.
- CSCLM continues to support Lockheed Martin's Electronic Assembler Apprenticeship Program by screening eligible candidates, providing quality referrals and offering on the job training financial support when appropriate.
- In 2024, participated and presented in the "Welcome to Apprenticeships 2.0- Results Realized!" free community workshop for employers, discussing the benefits of apprenticeships and ways CSCLM can support through recruitment and financial assistance.
- Continuously attend monthly apprenticeship meetings hosted by CareerSource Florida to discuss various aspects of apprenticeships and how to utilize services to

assist employers.

- Met and advised College of Central Florida during development stages (2022-2023) of Engineering Apprenticeship in collaboration with Mid Florida Regional Manufacturing Association.
- Continued enrollment into the Home Builders Institute Pre-Apprenticeship Certification Training (HBI-PACT) through our YouthBuild program (funded through 2025). This program has been responsible for 48 pre apprenticeship enrollments in the current grant period (4 cohorts).
Each of these programs has provided us the opportunity to educate local businesses on the benefits of apprenticeship and share the financial support we can provide to apprentices and sponsoring businesses through supportive services and work-based learning agreements.
- In 2024, CSCLM received word from Florida Commerce that the Florida Deputy Sheriff's Association's Registered Apprenticeship program would be active in our area, and we began working with the Sheriff's department on this initiative.

We have been in dialogue with both the State office of apprenticeships and with the manufacturing industry to continue the development of new opportunities.

DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

(1) General System Description: Describe the one-stop delivery system in your local area, including the roles and resource contributions of one-stop partners (WIOA §108(b)(6)).

(a) Describe how WIOA core partners and combined state plan partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

CSCLM delivers all programs and services to customers through its fully comprehensive and diverse workforce development One Stop System. This system is both physical and technological – providing access with a “physical front door” which is through our three Career Centers located in Citrus, Levy and Marion Counties and through “electronic access” through our website and Employ Florida. Required One Stop Partners have negotiated MOUs and coordinate services and provide representation on our board. Some community partners host our Mobile Career Center which provides One Stop services in outlying areas where transportation to a brick-and-mortar facility can be challenging for some of our customers.

In the effort of reaching graduates and professionals, CSCLM, in partnership with the

College of Central Florida (CF), created a professional center that is located at the College and supported by staff from both agencies. This center was developed to be a mechanism of connectivity for businesses, graduates, professionals and customers in training to assist them in successful employment culmination. The College of Central Florida contributes by providing space for the facility and co-locating staff which can complement our own service offerings.

CSCLM operates one mobile career center that covers our tri-county area on various days, bringing career center services and programs to those who find it difficult to come to the brick-and-mortar centers, or those who lack internet to connect remotely. The workforce development system connects many agencies and programs. Within the center in Marion County, older worker Services and Community Action are both housed within the One-Stop. Other partner agencies are reached through our technological and referral door or visit the centers occasionally or as needed to meet with mutual customers.

Under the business model of CSCLM, the following Local One Stop System is in place. The dual goals of workforce development are to provide the talent and skills businesses need to produce and deliver goods and services, as well as raise living standards of working families in America. To achieve both of these goals, it is critical to:

- Understand the local labor market and forge strategies to serve both businesses and workers;
- Give candidates and workers effective counseling and access to appropriate training to enable them to earn family-sustaining wages, and
- Assure that the dollars spent on workforce and economic development are spent wisely.

CSCLM's goal of providing a full array of Welfare Transition, SNAP, WIOA, TAA and Wagner-Peyser services, career services and training to our area residents which will assist them in obtaining employment; along with the business-driven services of the Business Services unit, is attained by providing:

- Extraordinary customer service; outreach and recruitment; orientation for services; registration for work; resource area management and coordination; operation of job search assistance workshops; referral to appropriate work or training activity
- Employment referrals; development of employment opportunities; development of subsidized/ un-subsidized employment opportunities
- Eligibility determination; individualized employment plans; referrals to objective assessment services; case management, general and intensive
- Coordination and provision of support services; post placement and job retention follow-up
- Maintenance of records and reporting; individual training accounts management; customer payments (tuition, books, fees, day care, transportation and other support services)
- Veteran services; Job Corps referrals

- Special grants/contracts management; volunteer staff management
- Older Worker services – co-location of staff onsite at the career center.
- Working with faith based and community organizations
- Coordination with Community Action
- Provision of YouthBuild services

All services are reviewed for efficiency and cohesiveness by our One Stop Operator, Southern Indiana Works, who has over 25 years of workforce development experience.

- (b) Identify any optional/additional partners included in the local one-stop delivery system and how their inclusion in the local system achieves state and local strategies, operations and performance outcomes.

The SSA Employment Network and Ticket to Work program along with a CareerSource Citrus Levy Marion sustained Disability Employment Initiative program are offered at our Mairon County Location. CSCLM continually seeks out opportunities within the region to develop Workforce Services Agreements with partner organizations including community-based, faith-based, and/or nonprofit organization, as well as employment, education, and training programs that align with our vision mission and strategic goals.

Ongoing partnership development is paramount to our success by ensuring that we are sharing promising and proven practices by doing what is best for our communities to enhance the overall economic development.

- (2) **Customer Access:** Describe actions taken by the LWDB to fully implement [CareerSource Florida Strategic Policy 2021.09.15.A.1 – Availability of Services to Floridians](#) and promote maximum integration of service delivery through the one-stop delivery system for both business customers and job seekers.

- (a) Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. Describe how the LWDB incorporates feedback received during consultations with local Independent Living Centers on compliance with Section 188 of WIOA (WIOA §108(b)(6)(C)).

All CSCLM offices are ADA compliant and reviewed at minimum once per year for all aspects of continued compliance by the CSCLM quality assurance unit. Any co-located partners would be ADA compliant under our local policies and procedures. Additionally, CSCLM has an operating policy detailing the strict programmatic accessibility standards that we hold (*OPS-78 Program and Services Accessibility*).

Each CSCLM office is equipped with a full line of assistive technology to assist individuals with disabilities to include technology to assist visual and hearing-impaired individuals. Additionally, all public forms and publications include our standardized notice of EEO compliance:

“CareerSource Citrus Levy Marion is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers listed above may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. If you need accommodations, please call 352-840-5700, ext. 7878 or e-mail accommodations@careersourceclm.com at least three business days in advance. Additionally, program information may be made available in Spanish upon request. A proud partner of the American Job Center Network.”

CSCLM is a community partner with the Center for Independent Living (CIL). Partner meetings have been the basis for the development of a Memorandum of Understanding (MOU). This MOU includes periodic and cross agency staff training to not only ensure excellent service to individuals entering a career center, but also to insure that all CIL staff are fully aware of and know how to access our full line of services.

(b) Describe how entities within the one-stop delivery system use principles of universal design in their operation.

Use of universal design is recognized for creating a more equitable and cost-efficient workspace. Whenever possible, CSCLM uses universal design features to enhance our office experiences. Below is a list of examples of how universal design streamlines the career center experience:

- Collateral available in English and Spanish
- Universal application/enrollments provide expedited movement between partner programs
- Flexible workspace within each center to accommodate all users
- Services available in ‘self-service’ format, or available in a staff assisted, one-on-one environment
- All enrollment/application processes are streamlined to essential data
- Sign in Kiosks are available for use with touch screen, mouse or keyboard
- Full color digital information displays in the resource areas
- Use of ergonomic furniture in all resource areas and staff offices and meeting spaces

Efficient universal design allows us to serve more individuals while making few accommodations that can slow the delivery of services.

- (c) Describe how the LWDB facilitates access to services provided through the local delivery system, including remote areas, using technology and other means (WIOA §108(b)(6)(B) and 20 CFR 560 (b)(5)(ii)).

CSCLM endeavors to offer many services available in a brick-and-mortar career center and in a virtual or electronic format as well. Our Career Success Plan as well as a full line of narrated training webinars are available through our website and YouTube. Customers interested in training may also complete the online universal application and can submit their interest in tuition assistance to a CSCLM staff member for review. This digital portal allows a customer to access any service available in the center apart from one-on-one, personalized service. Remote one-on-one services may be scheduled with CSCLM staff using video chat for those customers that are unable to visit a CSCLM office.

Additionally, CSCLM has partnered with several community agencies to bring workforce services to rural areas where service access is limited. Using our mobile career center, we are able to bring a full line of services to areas where they would traditionally be unavailable. Our partnership with libraries, food banks, DCF Access points and community action agencies allows customers to access workforce services in a single location.

With the implementation of the Workforce Innovation and Opportunity Act (WIOA) CSCLM has been proactive in increasing our outreach and assistance efforts towards individuals with disabilities. We are currently partnering with the Department of Vocational Rehabilitation, New Direction, Brother's Keeper, the Community Home Project at the Howard Academy and the Ticket to Work, Career Counseling, Information and Referral (CCIR), Citrus County Opioid Taskforce, Tri-County Resource Center and Pre-Employment youth program to provide enhanced services to individuals with disabilities that are looking to enter the workforce. We also provide intensive Veteran services within each of our centers, provide outpost Veteran support throughout the community as well as maintain close relationships with local support agencies such as Salvation Army, Center for the Blind, Center for Independent Living, Marion County Homeless Council, Veterans Helping Veterans and Ocala Ritz, a homeless veteran transitional housing institution. One of the key components to creating successful outcomes is targeted and effective outreach.

As part of the business services strategy, CSCLM works with businesses and business groups (such as the local Economic Development Councils, Mid-Florida Regional Manufacturing Association, Ocala Human Resources Management Association) to:

- Learn about their unmet needs and challenges in the workplace;
- Identify areas in which the needs of businesses and candidates for employment can be matched or otherwise customized through negotiation;

- Explore the value of workplace flexibility and otherwise customizing employment in recruiting and retaining a diverse workforce and its usefulness as a tool to maximize productivity;
- Develop customized training resources for the specific skills needed by businesses; and
- Promote paid and unpaid work experiences (e.g., on-the-job training, internships, apprenticeships, etc.) for individuals with disabilities.

Our established relationships with local agencies provide an organic referral process. However, we realize that not all individuals that have disabilities engage the assistance of a social service agency. CSCLM also works closely with our local media partners in print and radio to broaden our umbrella of exposure to our local customer base. Adequate outreach and marketing are the cornerstone to 'spreading the word' about new opportunities and initiatives. Our dedicated Communications Team uses a multi-faceted approach to reach individuals with disabilities such as social media, print and broadcast methods such as our own Biz Spot, FB Live and Podcasts are used in promoting services and encouraging individuals with disabilities to engage workforce to assist in their career development and planning. CSCLM is committed to providing services to all customers and to continually work to increase the awareness of businesses on the benefits of hiring people with disabilities.

Each of our Centers is fully accessible and set up with workstations that are specially equipped for individuals with disabilities; these include an ADA compliant computer and the Interpretive System for the hearing impaired, screen reading software, extra assistance filling out paperwork, language interpreters etc. Customers with disabilities are also given referrals (when applicable) to agencies such as Vocational Rehabilitation and Center for Independent Living where they may receive additional services.

Vocational Rehabilitation has an office in Ocala, which is conveniently located around the block from our comprehensive Career Center. The other two locations located close to our area are in Old Town and Gainesville. VR staff are provided itinerant services out of our career center in Chiefland. VR provides medical and psychological assessment, vocational evaluation and planning, career counseling and guidance, training and education, job-site assessment and accommodations, job placement, job coaching, OJT, supported employment, assistive technology and devices, time-limited medical and psychological treatment. They also aid individuals who have hearing impairment and in partnership with the Division of Blind Services work with the visually impaired.

The Center for Independent Living (CIL), which is a program of VR, has been a long-term and vital partner of CareerSource. CIL provides training to our staff in large group settings and in one-on-one settings regarding working effectively and compassionately with people with disabilities. CIL is also our contractor for

interpretive services for both our internal staff needs as well as for our customers. CIL provides this quality service to all of our Centers.

Mental health and addiction are issues that become known through the course of working with our customers. Often these underlying problems make it impossible for an individual to succeed at their job search. Our customers rely on assistance from organizations that receive SAMHSA (Substance Abuse and Mental Health Services Administration) funding as both mental health and addiction services are typically financially unreachable elsewhere. Our two main providers are The Centers in Lecanto and Ocala and Meridian in Bronson and Trenton. There are a number of other helplines and group therapy methods available along with sliding scale counselors in our tri-county area. The listing of these other services is also found on the local 211 networks developed by United Way.

In addition to CSCLM Staff, the business services staff conduct outreach to businesses to develop employment opportunities for veterans; The Disabled Veterans Outreach Program (DVOP), which provides intensive case management services to veterans (especially disabled) to reduce barriers to employment; and, maximization of GI Bill resources to fund training and living expenses while veterans earn college credit and complete career ladder training programs.

CSCLM fully complies with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014 (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The Board also assures that it complies with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I financially assisted program or activity, and to all agreements made to carry out a WIOA Title I financially assisted program or activity. The Board understands that the United States, the State of Florida and the DEO have the right to seek judicial enforcement of this assurance. The Board also assures that CSCLM appoints an Equal Opportunity Officer to ensure compliance with the regulatory requirements cited above.

To continue to build self-esteem and provide universal access of services to all customers, those with limited English skills are referred to our educational partners

for assistance when needed. While professional language assistance is offered and available to these customers, a database of CSCLM bi-lingual staff who have volunteered to act as interpreters is maintained and available to fellow staff when assisting customers. Application forms and informational items are being made available in Spanish which is our largest population of non-English speaking individuals. We also make use of Google Translate where necessary along with hiring interpretation as needed.

For ex-offenders, the permanent record of felony convictions can be a substantial barrier to employment. That barrier, coupled with the fact that many ex-offenders may have minimal education and vocational skills, results in a population that can be classified as “at risk” job applicants. Two programs used as valuable supportive tools to help market and promote ex-offender employment are the Work Opportunity Tax Credit (WOTC) and the Bonding Program. Workshops tailored to this population have been created and offered at CSCLM’s Centers.

In addition, CSCLM in partnership with the Department of Corrections conducts workshops at local prisons to inmates who are targeted for release. These workshops provide information on CSCLM general services, Employ Florida job search tips and suggestions on how and where to look for employment opportunities.

CSCLM is actively involved in the homeless coalitions in our area. Having mutual customers, it benefits us to be actively involved in addressing the staggering numbers of homeless individuals in our region.

(3) Integration of Services: Describe how one-stop career centers implemented and transitioned to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop career center partners (WIOA §108(b)(21)).

As mentioned in the previous section, most of the services that are available within the traditional One Stop offices are also available digitally to those that wish to use them. Below is a list of the core services that are available online:

- Universal Intake and Release of Information
- Full Line of In-Depth and ‘Mini’ Workshops
- Tuition Assistance
- Job Readiness/Coaching via Zoom
- Access to candidate forms on our website (programmatic)

These approaches allow us to deliver nearly all services that are offered in some fashion of electronic/digital format. While some customers do not find distance communication a viable form of assistance, many do and appreciate the flexibility and convenience.

CSCLM utilizes an electronic data management system (EDMS), ATLAS (Automated Tracking, Linking and Archiving Solution), which supports programs and manages our participant records. VOS Greeter (Virtual One Stop) kiosk system is used to track Career Center traffic.

Customers entering the Career Centers or attending an offsite event sign in through the VOS Greeter kiosk system that is either on an actual kiosk or replicated on a tablet/laptop. Veterans and program participants are identified by this system and programmatic staff receive automated notifications. Customers can choose what category of assistance they need to access upon entering the building. Career Center traffic reports are shared with our CareerSource staff, Career Center Committee members and core partner programs. This service also identifies the program, service or partner program the customer has accessed. Quarterly Reports are analyzed to benchmark ongoing customer survey responses and data is utilized for ongoing continuous improvement. These reports are made available to CareerSource staff, One Stop Committee members, Board members and core partner programs. This service also tracks our demographic data. The ATLAS system is also our centralized database for programmatic records retention. All programmatic forms are stored electronically in this paperless environment.

(4) Sub-grants and Contracts: Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

All service providers are procured under our formal Procurement Policy and Procedures that were developed in compliance with Federal and State laws. All service provider procurements are initiated through an Invitation to Negotiate (ITN). Section 287.057 of the Florida Statutes provides that in certain circumstances where an agency determines "...that an invitation to bid or an RFP (request for proposals) will not result in the best value..." it can opt to use an Invitation to Negotiate. This permits us to focus not only on overall cost of the program, but primarily the quality of service to be provided considering historical performance of the organization. All eligible response packages received during the procurement process are retained in hardcopy form in the CSCLM administrative offices and are available for review during routine local, State and Federal monitoring sessions. The following steps illustrate the process:

- Formal Public Notice is made for a minimum of two days prior to ITN issuance in local newspapers
- All known organizations recognized as being involved in the provision of the requested services are sent a notification of the ITN
- The ITN package and complete response package is posted and available for review and download on our website

- Expression of Interest by respondents must be received by CSCLM by the deadline listed in the ITN package
- All respondent Expression of Interest packets are reviewed. A full determination is made about the demonstrated performance and ability of the organization(s). Capacity to perform successfully under the terms and conditions of the proposed program prior to approval being given to proceed with responding to the ITN
- All respondents are notified of their qualification status after review and are advised if they should proceed with the ITN process
- Qualified respondents are required to submit their formal ITN package by the date listed on the ITN release
- CSCLM operations staff review all responses and score each organization on a standardized scoring matrix
- Staff recommendations for selection are made to the Executive Committee for review. The Executive Committee makes the final selection from the scored respondents
- The Executive Committee, at its discretion, may request respondents to present their proposals to the committee for review.
- The final selection is reviewed by the Board of Directors. Final selection is at the discretion of the Board of Directors

(5) Service Provider Continuous Improvement: Describe how the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers and job seekers (WIOA §108(b)(6)(A) and 20 CFR 679.560(5)(i)).

CareerSource CLM has been dedicated to continuous improvement of our system to better the services provided not only to our business customers, but to job seeking candidates, as well. The first step taken toward reviewing service levels and restructuring future service provision began with our implementation of the Net Promoter System (NPS) in 2015. NPS is an automated survey software package that allows our Director of Continuous Improvement to target customer service surveys to specific groups of job candidates that utilize CareerSource CLM services. These targeted groups give real-time feedback based on specific touchpoints that are received as they navigate our system and services allowing for senior management to identify strong areas of service and any areas that may require immediate attention. Several touchpoints that are monitored monthly include:

- Initial use of resource room services
- 6 months after assistance from CareerSource CLM staff
- WIOA training enrollment
- WIOA training outcome and placement
- Veteran Services
- WTP/SNAP services
- Business Services job order processing

Our survey results continue to trend much higher than national averages for other service-based industries. This information drives flexible and fluid service provision to meet the demands of our labor force. Additionally, all negative feedback is handled in a closed-loop fashion by center management. All negatively responding candidates and businesses are contacted to discuss their feedback and to garner input on what improvements can be made to change their opinion.

Aside from customer feedback, the operations unit is focused on identifying and acquiring additional resources to strengthen local services. A focus is placed on identifying competitive grants that align with local sector and service initiatives. The team plays the primary role in creating proposals that enhance our existing services and meet the needs of current labor market trends.

To enhance our continuous improvement of our system, CSCLM has contracted with Underwood and Sloan for ongoing third-party monitoring to ensure a quality review of workforce efforts. We schedule quarterly All-Staff meetings for training on current and new processes to provide staff all the information and tools needed to be successful. We engage all staff to participate in the State Programmatic Monitoring with scheduled monitoring of all services provided throughout the program year.

COORDINATION OF SERVICES

(1) Coordination of Programs/Partners: Describe how services are coordinated across programs/partners in the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers. 20 CFR 679.560.

CSCLM has long maintained a holistic approach to partner programs in the workforce system. Aside from Vocational Rehabilitation, Pinellas County Urban League (Urban Older Worker Job Program) and Adult Education providers, all other partner programs are managed directly by the LWDB. Acting under a waiver provided by CareerSource Florida, as provided by the governor, direct management occurs for Wagner Peyser, Workforce Innovation and Opportunity Act (WIOA), Trade Adjustment Act (TAA), Veteran services, Welfare Transition (WT) and the Supplemental Nutrition Assistance Program (SNAP). Youth Services are provided in our three-county area under a service provider agreement with Eckerd Connects.

To best achieve seamless coordination of services across in-house partner programs, CSCLM has developed two service level options and a common intake process for all customers.

The first service level option is Self Service, or Basic Career Services. This option is available to customers that simply wish to utilize basic services and technology without the need for interaction with staff beyond simple questions and answers. This option works for customers who have a firm grasp on their employment goals and may only need to complete specific tasks such as online job searching, printing resumes, filing for reemployment benefits, etc.

The second service level option is for customers that wish to access the next level of Basic and Individualized Career Services (TEGL 3-15). Our Career Success Plan is a structured intake process that gathers necessary information from new customers at their time of entry into the system. Regardless of the desired service or level of services we have identified a need to gather specific baseline information to best assist and 'triage' customers to the appropriate partner program.

Customers are asked to complete a services application, watch an online orientation or attend an in-person orientation to our menu of services and most importantly enter a full Employ Florida (EF) registration including the development or upload of a current resume. Upon completion of the Career Success Plan Intake, the customer meets with a Career development Coach that reviews their information and provides additional details on services that may benefit them and outlines their next steps. Next steps may include (but are not limited to):

- Community agency referrals
- Referral and establishment of an appointment for additional career consultation
- Initial assessment
- Placement assistance
- Job referrals
- Resume Review and Critique
- Skill Testing (Talevation, Ready to Work, Soft Skills)
- Provision of LMI
- Referral to CSCLM employability workshops
- Referral to Individualized Career Services (WIOA, WTP or TAA)
- Referral to our Youth Services provider (WIOA)
- Referral to Ticket to Work
- Referral to Vocation Rehabilitation
- Referral to Adult Education
- Referral to the next Welfare Transition or SNAP orientation
- Referral to a Veteran representative for veterans with significant barriers to employment (SBE)

To meet the needs of customers that wish to access services in person and those that prefer to access digitally; this process is available at our brick-and-mortar locations as well as through our website in online modules and using video chat. Online completers have the option to schedule a personalized appointment with

staff upon completion. They may also continue to access services over the phone or through video chat if they prefer not to visit a physical location. At any time, a customer may be dually enrolled in a partner program depending on their need. Staff work together to blend and braid services so that the customer does not feel they are being forced to jump through hoops to access the services needed. This close partnership among the programs creates a complete package of services and support services the customer can access to meet their goals.

Since the enactment of the WIOA, we have been proactive in having ongoing discussions with both Vocational Rehabilitation (VR) and Adult Education. CSCLM is currently an Employment Network with the Ticket to Work program, along with a Partnership Plus and pre-employment services provider.

Adult education is a critical component to the development of a quality workforce. Our Adult Education partners work closely with our case management staff to identify individuals who may qualify for funding assistance under the SNAP, WT and WIOA programs. Our partnerships gained a better footing several years ago when charges were placed on GED classes. The costs of the classes and testing became overwhelming for many individuals who were already in the low income or dislocated classifications. Close communication and inter-organizational referrals allowed us to screen enrollees for our various funding streams to assist as many students as possible.

(2) Coordination with Economic Development Activities: Describe the strategies and services that are used in the local area to better coordinate workforce development programs and economic development (20 CFR 679.560(b)(3)(iii)).

Include an examination of how the LWDB will coordinate local workforce investment activities with local economic development activities that are carried out in the local area and how the LWDB will promote entrepreneurial skills training and microenterprise services (WIOA §108(b)(5) and 20 CFR 679.550(b)(4)).

CSCLM has enjoyed a long partnership with the Chambers and economic development organizations in our three-county area. Our partner organizations are the Citrus County Economic Development Department, Citrus County Chamber, Nature Coast Business Development Council (NCBDC - Levy County), and the Ocala/Marion County Chamber and Economic Partnership (CEP - Marion County). Staff from our Business Services unit works closely with area EDC staff on a broad range of projects. CSCLM staff is involved in talent recruitment and training development for new and existing businesses, complementing the services of the ED organizations and creating a 'one-stop shop' approach. Staff also work with EDC staff to prepare talent and training availability reports and LMI for new business development and attraction endeavors.

Entrepreneurship development has been a partner endeavor in our workforce region. We actively support the Citrus, Levy and Marion County Chambers and economic

development with their small business incubators. We can provide community linkages to the startup businesses to address immediate and long-term needs. One such endeavor is to offer paid work experience and work-based learning opportunities for individuals to learn new skills in small business that often involve emerging technologies. Not only does this create additional learning opportunities within our community but helps the small business through training incentives.

Each of the EDC's are instrumental in the development and shaping of our Area Targeted Occupation List. This list serves as the primary tool for sharing WIOA approved training and career paths for our area to the public. Discussions with the EDC's involve identifying current business needs as identified from their viewpoint as well as possible training and development that should begin occurring to assist in their business attraction and expansion efforts. This collaboration allows us to begin talent development before a critical need is identified and develop a qualified workforce prior to a business moving to the area. CSCLM partners closely with economic development partners on Youth Career Expos, Youth Job Fairs, and submissions to the Master Credentials List in an effort to better develop the talent pipeline in our community.

Additionally, our staff works regularly with the Small Business Development Center to form business solutions through combined efforts. CSCLM has been an information access point for individuals and small businesses utilizing the services of the SBDC and has presented various workshops to assist the individuals and businesses in their talent development and training efforts.

CSCLM partners closely with the Mid-Florida Regional Manufacturers Association (MRMA), whose Executive Director has shared office space in our administrative offices. This direct linkage helps enhance services and provide daily intelligence on the sector, and this ensures direct communication with CEO and the Business Services staff. This is accomplished through an employment sharing arrangement where the work conducted is on behalf of MRMA and CSCLM. This provides in-depth intelligence on hiring needs, salary structures, growth strategies and training needs for the benefit of CSCLM planning and implementation purposes. This has proven to be of great value to our manufacturing community.

- (3) Coordination with Rapid Response:** Describe how the LWDB coordinates workforce investment activities carried out in the local area with statewide rapid response and layoff aversion activities (WIOA §108(b)(8) and 20 CFR 679.560(b)(7). The description must include how the LWDB implements the requirements [in CareerSource Florida Strategic Policy 2021.06.09.A.2. – Rapid Response and Layoff Aversion System](#) and [CareerSource Florida Administrative Policy 114 – Rapid Response Program Administration](#).

The CSCLM Rapid Response Team consisting of the Assistant Director of Career Development, the Assistant Director of Business Services, Business Development Coordinators and the Mobile Career Center Career Development Coach will respond to

natural disasters and coordinate with the State Rapid Response Coordinator and other local government divisions and organizations to provide Rapid Response services to natural disaster-affected workers. Workers separated due to natural, or force majeure, disasters must be screened for the eligibility requirements included in the WIOA Dislocated Workers program, per WIOA § 3 (15)(C) stating “unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters”.

1. Need for Rapid Response services is identified by CareerSource staff through the following sources:

- a. State W.A.R.N. Notice
- b. Employer call
- c. Newspaper or media announcement
- d. Word of mouth
- e. Employees coming in for services
- f. Economic Development Council
- g. Other partners

2. Staff notifies the local Rapid Response team who then contacts the employer to discuss their needs and present several options for services. A questionnaire is used to clarify those needs and arrange for the materials and staff needed.

3. Staff is recruited to assist with the Rapid Response. Generally, staff from the One Stop Centers will meet with the employees and the Business Services staff will meet with the employer to get necessary paperwork and make all the arrangements. The One Stop Staff is notified of the dates of the Rapid Response in order to be prepared at the resource center(s).

4. The Rapid Response coordinator works with the Business Service Staff to generate the handouts and presentation (if needed) for the event. Rapid Response Kits with informational materials are kept on hand for smaller needs.

5. A joint meeting (telephone or in-person) is held with the team members to go over what is needed at the Rapid Response event to discuss responsibilities.

6. The Rapid Response event is conducted, necessary forms are completed, and the Expeditious Form, once completed, will be sent to Florida Commerce.

7. The Rapid Response Coordinator collects all the information and disseminates it as appropriate.

Services that can be offered to Employers include:

- 1. Packets for employees containing unemployment information, job

search materials and social services contacts

2. On-site presentation including RA information
3. On-site laptops for registration in Employ Florida and job search capabilities
4. Binders with current openings relevant to job skills of those being laid off
5. Contact with other employers with current openings relative to the job skills of those being laid off and ask if they are open to candidates receiving referrals.
6. Promotion of workshops to aid in job search preparation
7. If the entire facility is closing, a recruitment event
8. Drop off materials if on-site presentation is not a viable option for employer

CSCLM utilizes EconoVue data to identify businesses who have medium and high financial stress, decrease in demand or scale and early signs of decline. Business Services staff contact businesses identified, offering a spectrum of services including recruitment, training and upskilling staff, short time compensation program for employees through Florida Commerce and Layoff services when appropriate.

(4) Industry Partnerships: Describe how the LWDB identifies and collaborates with existing key industry partners in the local area. Describe how the LWDB coordinates and invests in partnership infrastructure where key industry partnerships are not yet developed (WIOA §108(b)(4)A)). The local area must describe how the following elements are incorporated into its local strategy and operational sector strategy policy. Describe how:

- (a) Selected industries or sectors are driven by high-quality data (cite data source used);

Sources Used: US Census, BLS data, LAUS, QCEW, Jobs EQ, Lightcast, Florida Insight

Sector partnerships are business-driven partnerships among companies in a targeted industry and other regional partners who work together to develop and implement solutions for the industry's workforce and other needs.

I.LWDB 10 has convened labor market partners, local businesses and educational partners into a steering council to determine the major sector markets regarding workforce, education and private industries. We also convene the local Education and Industry Consortium, a forum in which Education and local Industry leaders

meet quarterly to review labor data and discuss trends and how to best meet the hiring and employment needs of local businesses.

II. LWDB10 board has adopted the following as targeted sectors for the Citrus Levy and Marion County workforce region:

- a. Healthcare
- b. Manufacturing/Distribution
- c. Information Technology
- d. Transportation/ Logistics
- e. Construction
- f. Education

III. These sectors are the target of our work-based training funds and are highlighted in our Workplace Learning policies which provide for Work Based Training (WBT) options that are available to our local employers and career seekers through the Workforce Investment and Opportunity Act (WIOA) and through the Temporary Assistance for Needy Families (TANF). Within these different funding sources are a variety of strategies to assist in training for career seekers and employees. These options include On the Job Training (OJT), Customized Training, Incumbent Worker and Internships. The purpose is to provide participants an opportunity to develop employability skills, acquire job specific knowledge and gain work experience in an area that helps prepare them for self-sufficient employment. WBT must be in a demand occupation that is listed on our area targeted occupation list (ATOL) or the State targeted occupation list (OPS 28) or be an occupation that is part of our sector-based strategy in the industry sectors outlined above.

IV. Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, education and business partners as requested to ensure workforce system alignment in our targeted sectors. Data is also reviewed quarterly with the Education and Industry Consortium.

V. The LWDB ensures the Business Services staff are trained to understand and use labor market information and other data in their customer interactions and service delivery. Target industries' input on their workforce demand and sector-specific challenges are used by the LWDB to understand the development and delivery of training for staff who serve businesses and job seekers/workers. Staff are assigned within our Business Services group to specific sectors and aligned to chamber and industry association staff, to meet and speak on a regular basis. These meetings center around business retention and expansion specifically in the targeted sectors. Staff regularly share the data that they collect with one another, meet regularly to review the data as it pertains to the development of industry sector strategies, and build agreement on data fluctuations and implications, including how best to implement strategies based on the data.

VI. The LWDB has established an industry comparison measure for tracking the effect of its sector strategy efforts. The LWDB uses information from these measures, as well as employer and job seeker/worker feedback, to form sector design, relationship building amongst partners, strategic planning, and other aspects of its sector strategy endeavors. We also compare job openings and placements by sector.

(b) Sector strategies are founded on a shared, regional vision;

Our Strategic Planning took place in 2022, with an additional economic analysis being commissioned in 2023 as part of regional planning. This study looked at shared sectors of importance across local areas likely to be involved in regional planning. This was a culmination of several planning sessions involving private industry, community partners, and cross regional representation. The goal was to provide equal input and cross functionality to meet the needs of the most partnering agencies at once. We continuously meet with community organizations and private industries to stay in front of local demands using tools such as our Business Needs Assessment, the guidance of the Education and Industry Consortium and scheduled visits with local economic development partners and businesses.

(c) The local area ensures that sector strategies are directed by industry;

Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, Education and Industry Consortium, and education and business partners as requested to ensure workforce system alignment in our targeted sectors. 51% of CSCLM's board is comprised of Private Industry, which helps guide our initiatives and policy updates. We also receive regular business feedback through our Business Development Team and chamber and economic development partners as they meet with businesses to assess and respond to their needs.

(d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems;

Our business services team communicates regularly with local businesses to determine their most current trends and future needs. We meet monthly or quarterly with our economic development partners to determine what areas are in growth and/or decline so that we can adjust our efforts accordingly to the needs of the workforce chain of supply and demand.

(e) The local area transforms services delivered to job seekers/workers and

employers through sector strategies; and

CSCLM convenes industry leaders to help guide local training partners to provide training in demand, high-skill occupations. We meet and partner with education providers at the high-school level to determine what Career and Technical Education programs may be in demand to prepare the upcoming workforce. We convene the Education and Industry Consortium quarterly, which is focused on making data-driven decisions on training and hiring needs in our targeted sectors.

(f) The sector strategies are measured, improved and sustained.

Labor Market Information (LMI) data is pulled and reviewed on both a monthly and quarterly basis, and this information is presented to the area chambers, Education and Industry Consortium, education and business partners as requested to ensure workforce system alignment in our targeted sectors. Industry comparison data is pulled monthly to look at which sectors we are training and placing individuals in.

(5) Coordination with Relevant Secondary and Postsecondary Education: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities (including activities related to the Credentials Review Committee, as appropriate) to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CSCLM actively works with the school districts in the development of their Career and Professional Education Act (CAPE) programs and Master Credentials List submissions. CSCLM and school districts work together to establish and validate the needs of their technical training programs through real time labor market data.

CSCLM also works with each of the school districts' adult education arms in the development of their AGE (Adult General Education) and Perkins grant applications to ensure that the services delivered mirror the strategies established by the local workforce board. CAPE meetings are hosted by district CTE staff and attended by CSCLM and economic development partners. For Master Credentials List submissions, CSCLM meets regularly with education partners to provide advice, LMI, and support letters as needed. In cases where programs are in provisional status due to insufficient demand, CSCLM submits on behalf of the education partner using local LMI data to demonstrate demand where it is available. In cases where an application is denied, CSCLM and the education provider meet with credential review committee members to identify possible deficiencies that can be corrected for resubmission.

CSCLM currently staffs and operates the placement assistance office for the College of Central Florida. Our current office is located in the Enterprise Center on

the campus of the College of Central Florida in Ocala. This office provides job coaching, workshops and professional placement services for students attending classes at all of our educational providers. It also provides professional level employment services to individuals that enter our system that meet the local criteria for being classified as a 'professional':

- Attained an Associate's Degree plus five (5) years of experience, or
- Attained a Bachelor's Degree, or
- Have 5 years professional experience making \$40K per year or more

This location holds joint branding and staff from the college to facilitate full integration of technical, industry driven educational services available as well as internship opportunities provided through the college for graduates. The internships provided through the college are melded with CSCLM's initiative of creating industry driven, paid internships and work experience opportunities for recent grads and professionals that require additional practical experience to become employed.

The partnership with the college allows us to identify students coming out of internship programs and will soon be graduating. This allows for direct linkage of trained and experienced talent to local businesses in our area.

Additionally, staff from this office travel throughout the three-county region to provide a wide range of workshops to students in Adult Education, career and technical and college programs with a focus on professional development. These workshops often include:

- Information on CSCLM and available services
- Interviewing skills
- Soft Skills workshops
- Targeted resume development
- Use of social media in your job search
- Navigating the New World of Work (our fundamental workshop for approaching a job search in the digital age)
- Information on grants and other tuition assistance programs

Additionally, we host Youth Career Expos in partnership with our local school districts to help education middle and high school students on CTE opportunities and resulting career opportunities and paths. This event is a partnership between the College of Central Florida, Marion County School Board, Community Technical and Adult Education, Ocala/Marion County Chamber and Economic Partnership and the Mid-Florida Regional Manufacturers Association, Citrus County School Board and the Levy County School Board.

The Youth Career Expos are aimed at students in the K-12 system that have been identified as wishing to pursue careers in one of our targeted industries. Students

from the school systems will be transported to the events in multiple waves and will have the opportunity to speak with industry specialists about the work they do, typical work environments and the training and certifications required. Students will also be able to meet with area educators to discuss their next steps needed to become equipped for local business expectations. This annual event is held to spark interest in targeted occupations and drive students into technical and degreed career pathways that will provide quality opportunities to support the local economy.

We also host youth Job Fairs in the spring in partnership with our school districts to help graduating seniors find employment in the fields they have trained in through their CTE curriculums.

(6) Coordination of Transportation and Other Supportive Services: Describe how the LWDB coordinates WIOA Title I workforce investment activities with the provision of transportation assistance, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11) and 20 CFR 679.560(b)(10)).

CSCLM understands the importance of supportive services in ensuring a customer's success in training or employment programs. Because CSCLM provides direct management of the career centers in our area, programmatic coordination of supportive services is made easier. Customers receiving individualized career services through WIOA are eligible to receive support services if the need is deemed appropriate by the customer's case manager. Full integration of partner programs within our system allows us to blend funding sources to maximize resources and provide quality assistance to our customers. Coordination with local partners assists our customers with transportation when available. However, as many of our areas are considered rural mass transportation is only available in more metropolitan hubs.

All of transportation partners provide us access to monthly bus passes that may be purchased on behalf of our customers. Our partnership with SunTran in Marion County has culminated in their sponsoring events in which they provide fee-free bus tokens for our customer participating in:

- Paychecks for Patriots veteran job fairs
- Youth employment and training programs such as YouthBuild
- Targeted job fairs and community resource fairs

WIOA/WT/Competitive grants Support Services:

- Travel Assistance up to \$10.00 weekly or \$50.00 monthly for full time participation
- Additional out of area mileage reimbursement
- Bus Passes

- Childcare Assistance
- Needs Based Payments

TAA Support Services:

- Travel Assistance for out of area job search/training
- Relocation Assistance

SNAP Support Services:

- Participants are provided financial assistance for program related expenses as per policy guidance.

Services may be blended based on funding availability and program eligibility.

- TAA may be served under Dislocated Worker
- WT may be served under Adult or Dislocated Worker
- SNAP may be served under Adult or Dislocated Worker

Funding for support services is limited, so staff provides customer referrals to other community service agencies when funding exists to maximize local resources across the workforce system.

(7) Coordination of Wagner-Peyser Services: Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner- Peyser Act (29 U.S.C 49 et seq.) services and other services provided in the local area through the one-stop delivery system (WIOA §108(b)(12) and 20 CFR 679.560(b)(11)).

CSCLM is currently providing direct management of the career centers in our area. Under this management structure the following required partner programs exist in each of our brick-and-mortar locations:

- WIOA Adult, Dislocated Worker and Youth
- WIOA Wagner-Peyser
- Veterans Employment and Training
- Trade Adjustment Act
- Re-employment Assistance Navigation
- RESEA
- Temporary Assistance for Needy Families
- Supplemental Nutrition Assistance Program

Most of the services provided under Wagner Peyser act as the gateway to Individualized Services under other partner programs. Many customers visit a center with basic needs, not fully understanding the entire scope of services available to them. Staff are educated in assessing the customer's needs and

offering an individualized service plan with a Career Development Coach (CDC). In Wagner Peyser, the individual service plan is mandatory in RESEA and JVSG. Working with the CDC, an intensive career development plan is created with benchmark goals established to assist the customer in obtaining successful employment. Activities such as career choice decision, effective job search methods, creating an effective resume and referrals to appropriate opportunities. If appropriate, referral for more intensive services is considered. Through effective assessment and triage many Wagner Peyser customers move to Individualized Services under partner programs. Other customers that wish to conduct self-paced and independent job searching may do so.

- (8) Coordination of Adult Education and Literacy:** Describe how the LWDB coordinates WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the LWDB carries out the review of local applications submitted under Title II WIOA § 108(b)(10), consistent with WIOA sections 107(d)(11)(A) and (B)(i) and WIOA § 232 (20 CFR 679.560(b)(12)).

Adult Education and Literacy Activities are provided through Withlacoochee Technical, Marion Technical and local Colleges. CSCLM refers clients to these partners who will benefit from Literacy courses and assistance. We partner with Marion Technical College, the College of Central Florida and Withlacoochee Technical College to refer individuals for GEDs and ESOL classes. We refer individuals to programs through the Marion County Literacy Council as well as the public libraries in our area for ESOL opportunities. For youth ages 16-24 we are able to provide diploma program services through the Penn Foster program within our career centers.

Our partnership has developed a joint understanding of our eligibility and enrollment requirements, leading our Adult Education partners to make quality referrals to CSCLM staff when they identify a customer that may be eligible for WTP, WIOA, TAA, or SNAP funding.

- (9) Reduction of Welfare Dependency:** Describe how the LWDB coordinates workforce investment activities to reduce welfare dependency, particularly regarding how services are delivered to TANF/Welfare Transition and SNAP E&T participants, to help individuals become self-sufficient. This description must include:

- (a)** How the CLIFF suite of tools is used to support the case management of participants, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5;

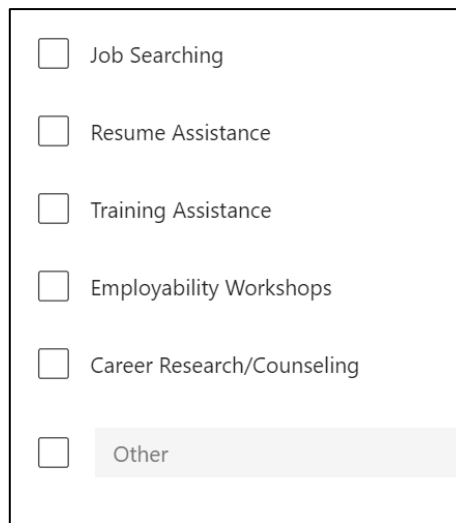
The CLIFF tools are newly implemented in our workforce region. These tools are used as a case management strategy to help TANF/Welfare Transition and SNAP E&T participants achieve self-sufficiency. For many receiving benefits, taking a higher paying job can mean a steeper cut in benefits than wages gained, making it difficult for participants to succeed. Case managers use the CLIFF tools to demonstrate to participants potential wages of future occupations compared to

decrease in benefits. Participants can visualize how different upskilling and training programs can lead to increased wages in demand occupations. This serves in helping meet demand of local businesses for trained talent while helping TANF and SNAP recipients attain self-sufficiency. On a case-by-case basis, the following tools will be used:

- CLIFF Snapshot is for those needing immediate assistance in stabilizing their financial situation.
- CLIFF Dashboard focuses on mitigating benefits cliffs for individuals on public assistance as they earn more money and proceed along their path to self-sufficiency.
- CLIFF Financial Planner allows for a more detailed examination of the mechanics of a household's finances.

(b) Information and data on activities related to initiatives in the local area that support the self-sufficiency of public benefit recipients (i.e., Hope Florida); and

CSCLM works with the local Department of Children and Families and Hope Navigators to identify individuals who can benefit from connecting to local agencies that can assist in helping them achieve self-sufficiency and prosperity. In the CSCLM region, referrals are made through an online form, where relevant information is collected to help us best provide employment and training services. In the online form, referred individuals can select interest in any or all of the following areas:



The image shows a screenshot of a form with a list of service areas, each with an unchecked checkbox. The items are: Job Searching, Resume Assistance, Training Assistance, Employability Workshops, Career Research/Counseling, and Other. The 'Other' option is highlighted with a light gray background.

<input type="checkbox"/>	Job Searching
<input type="checkbox"/>	Resume Assistance
<input type="checkbox"/>	Training Assistance
<input type="checkbox"/>	Employability Workshops
<input type="checkbox"/>	Career Research/Counseling
<input type="checkbox"/>	Other

This, along with basic candidate data allows our staff to take a customized approach to service offerings. As of August of 2024, over 70 individuals have been referred to services.

Our newly implemented Smartsheets tool helps us better track and report these referrals and services. We are also now able to access the Unite Us tool to help

facilitate referrals to and from partnering agencies to better identify the unique barriers these individuals face and how we can work as a system to provide solutions and encourage prosperity.

- (c) Strategies and services used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620.

Our TANF/Welfare Transition team works closely with each of our partner programs which are offered in our three main offices to find ways to co-enroll participants to best meet their needs. The team is aware that participants who receive training are far less likely to apply for benefits in the future. To that end, our region has implemented an Agile Training program. The Agile program design gives staff the opportunity to certify through a local process in their “home” program, as well as secondary and eventually additional programs. Certifications are available in the following program areas:

- Workforce Innovation and Opportunity Act Adult, Dislocated Worker and basic Youth
- Welfare Transition and SNAP
- Wagner Peyser – Including Jobs for Veterans State Grant (JVSG), Rapid Response processes, WARN, Trade Adjustment Act, and RESEA
- Business Services – Including On the Job Training, Customized/Employed Worker Training, Paid Internship and Work Experience and Apprenticeship

Staff are awarded the Agile status by passing a 100-question randomized test with a score of 80% or higher, demonstrating proficiency in the program. They take on a small caseload in the additional program for which they receive a title change and wage increase. To date, 10 staff have been certified, including the certification of all WT/TANF staff in the WIOA program. This knowledge increase has led to increased co-enrollment across programs and prevents participants from being “passed off” to another staff person to provide services in other programs.

Additionally, each program team has an opportunity to present information on their program at region-wide staff meetings to facilitate better understanding across all staff of the core programs.

PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

- (1) The local levels of performance negotiated with the Governor and chief local elected official(s) with WIOA § 116(c), to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B, and the one-stop

delivery system in the local area. (WIOA §108(b)(17) and 20 CFR 679.560(16)(b))

Measures	PY2023-2024 Performance Goals
Adults:	
Employed 2nd Qtr After Exit	88.10
Median Wage 2nd Quarter After Exit	\$7,815
Employed 4th Qtr After Exit	88.40
Credential Attainment Rate	80.20
Measurable Skill Gains	72.10
Dislocated Workers:	
Employed 2nd Qtr After Exit	87.50
Median Wage 2nd Quarter After Exit	\$8,904
Employed 4th Qtr After Exit	88.10
Credential Attainment Rate	78.60
Measurable Skill Gains	77.90
Youth:	
Employed 2nd Qtr After Exit	81.60
Median Wage 2nd Quarter After Exit	\$4,005
Employed 4th Qtr After Exit	78.20
Credential Attainment Rate	69.30
Measurable Skill Gains	80.00
Wagner Peyser:	
Employed 2nd Qtr After Exit	71.80
Median Wage 2nd Quarter After Exit	\$5,674
Employed 4th Qtr After Exit	67.90

- (2) Actions the LWDB will take toward becoming or remaining a high- performing board, consistent with the factors developed by the state board pursuant to WIOA §101(d)(6).

CSCLM works closely with community partners and other agencies serving individuals to take a system-wide approach to service delivery. Our most recent performance pictured directly below begins to show the impact of the pandemic on our Adult and Dislocated Worker measures, as felt across the state due to the decrease in training and placements. This downturn is reflected in the Statewide report as well. We continue to perform at or above goal on 13 of the 18 measures:

LWDB 10							
Measures	PY2023-2024 1st Quarter Performance	PY2023-2024 % of Performance Goal Met For Q1	PY2023-2024 2n Quarter Performance	PY2023-2024 % of Performance Goal Met For Q2	PY2023-2024 3rd Quarter Performance	PY2023-2024 % of Performance Goal Met For Q3	PY2023-2024 Performance Goals
Adults:							
Employed 2nd Qtr After Exit	90.30	98.15	93.80	101.96	85.40	92.83	92.00
Median Wage 2nd Quarter After Exit	\$9,068	113.91	\$9,803	123.14	\$10,343	129.91	\$7,961
Employed 4th Qtr After Exit	74.60	82.89	84.80	94.22	85.40	94.89	90.00
Credential Attainment Rate	82.10	109.47	81.10	108.13	78.10	104.13	75.00
Measurable Skill Gains	64.50	80.93	71.70	89.96	72.20	90.59	79.70
Dislocated Workers:							
Employed 2nd Qtr After Exit	66.70	81.34	66.70	81.34	0.00	0.00	82.00
Median Wage 2nd Quarter After Exit	\$5,991	66.57	\$5,991	66.57	\$0	0.00	\$9,000
Employed 4th Qtr After Exit	71.40	82.26	50.00	57.60	66.70	76.84	86.80
Credential Attainment Rate	100.00	119.33	100.00	119.33	100.00	119.33	83.80
Measurable Skill Gains	0.00	0.00	50.00	66.67	66.70	88.93	75.00
Youth:							
Employed 2nd Qtr After Exit	79.40	98.51	76.80	95.29	75.00	93.05	80.60
Median Wage 2nd Quarter After Exit	\$4,366	116.83	\$3,598	96.27	\$3,299	88.28	\$3,737
Employed 4th Qtr After Exit	74.50	94.78	79.00	100.51	78.40	99.75	78.60
Credential Attainment Rate	97.80	107.24	100.00	109.65	100.00	109.65	91.20
Measurable Skill Gains	98.50	110.43	95.40	106.95	94.80	106.28	89.20
Wagner Peyster:							
Employed 2nd Qtr After Exit	70.40	101.44	69.60	100.29	68.00	97.98	69.40
Median Wage 2nd Quarter After Exit	\$6,486	126.63	\$6,490	126.71	\$6,592	128.69	\$5,122
Employed 4th Qtr After Exit	71.10	104.41	69.30	101.76	70.20	103.08	68.10

Strategies to continue high performance and enhance performance where possible include:

- Through our Agile Staffing structure, candidates will have greater access to co-enrollment in workforce programs which can afford a greater opportunity for success.
- Partnering with local chamber, economic development and industry associations to better educate local businesses on the benefits of Work-based Learning programs. These programs offer a unique opportunity serve both the business and the candidate, filling a much-needed position while preparing the candidate for a better opportunity. These programs can also create better entry level opportunities for those entering the Talent Pipeline as staff upskill and are promoted.
- Connect candidates seeking upskilling to training opportunities in demand fields with good wages. We have developed local outreach campaigns in partnership with media groups in the area to provide information on these training programs with individuals in high-poverty zip codes. Campaigns will run in summer and fall to prepare individuals looking to enroll in Spring and Fall semesters.

(3) How the LWDB considered feedback from one-stop career center customers when evaluating the effectiveness of its one-stop career centers.

CSCLM uses the Net Promoter System to measure customer satisfaction with contracted and internally provided services. Surveys are provided at specific touch points as a transactional measure, and again 6 months after the service as a relationship measurement. Provider and internal staff members receive a monthly report which outlines their success in creating promoters and enhancing customer service. Feedback received through this process is used to fine tune continuous improvement efforts area wide. Reports as well as detailed comments are provided to the CSCLM board each quarter to help drive decision-making in customer centric services.

- (4) Actions the LWDB took to implement and assess the use and effectiveness of the following WIOA waiver(s) in effect for Florida, if applicable.
- (a) Waiver associated with the requirement at WIOA § 129(a)(4)(A) and 20 CFR 681.410 that State and local areas expend 75 percent of local formula youth funds on out-of-school youth. The response should include programmatic outcomes including the increase of:
- a. Youth that attained a measurable skill gain;
 - b. Youth that attended post-secondary education;
 - c. Youth that participated in occupational skills training;
 - d. ISY who participated in work experience opportunities; and
 - e. Youth that earned an industry-recognized credential.

CSCLM has not exceeded the 25% ISY funding allowance.

- (b) Waiver of 20 CFR 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY). The response should include programmatic outcomes including:
- a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;
 - b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;
 - c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and
 - d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

CSCLM has not provided any ITAs to In School Youth for PY23-24.

REGIONAL PLAN REQUIREMENTS

LWDBs in an identified planning region will have to work together to formulate a regional plan as an addendum to each of their local plans. Once identified, planning regions will remain in effect if federal and state requirements for planning regions continue to be met. With each submission of the regional plan to the state, the respective LWDBs and chief local elected official(s) will certify that the requirements to be identified as a planning

region continue to be met. The regional plan must include:

- (1) Names of the LWDAs that comprise the planning area. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))**
- (2) Description of how the planning region shares a single labor market, shares a common economic development area, and possesses federal and non-federal resources, including appropriate education and training institutions, to administer activities under WIOA, subtitle B. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))**
- (3) Analysis of regional and local population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. ([Administrative Policy 123: Regional Planning Area Identification and Requirements](#))**
- (4) Description of the established regional service strategies using cooperative service delivery agreements that include but are not limited to:**
 - (a) Consistent eligibility standards and enrollment processes.
 - (b) Common training and coordination of supportive service offerings, as appropriate.
 - (c) Common technology tools and sharing of data within tools outside of Employ Florida.
- (5) Description of sector strategies for existing and emerging in-demand sectors or occupations. (20 CFR 679.560(a)(1)(ii))**
 - (a) How will the planning region convene or support the convening of regional employers, foundations, institutions and other stakeholders to create or maintain sector partnerships?
 - (b) Identify and describe the established and active sector partnerships in the planning region.
- (6) Description of the collection and analysis of regional labor market data (in conjunction with the state).**
- (7) Description of the planning region's coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.**
- (8) Description of the planning region's coordination of transportation and other supportive services, as appropriate.**
 - (a) What regional organizations currently provide or could provide supportive services?

(b) What policies and procedures will be established to promote coordination of supportive services delivery?

(9) Description of the planning region's coordination of services with regional economic development services and providers.

(10) Description of the planning region's establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with FloridaCommerce on local levels of performance for, and report on, the performance accountability measures described in WIOA Sec. 116(c) for local areas or the planning region.

(11) Description of the planning region's strategy to prepare an educated and skilled workforce (including youth and individuals with barriers to employment) to meet the needs of the employers.

(12) Description of the local strategies, policies and improvements to enhance consistency and coordination within the planning region and help streamline experiences for job seekers, workers and businesses, allowing a more agile workforce system to better adapt to changing marketplace and consumer expectations.

(13) Description of the steps that will be taken to support the state's efforts to align and integrate education, workforce and economic development, including:

(a) Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its planning region.

(b) Expanding career pathway opportunities through more accelerated and work-based training, and aligning and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.

(c) Expanding career services and opportunities for populations facing multiple barriers to educational attainment and economic advancement.

CSCLM is not officially attached to a planning region at the time of the writing of this plan, but has applied to be a planning region with LWDA's 6 and 26.

END OF LOCAL AND REGIONAL PLAN INSTRUCTIONS

This plan represents the efforts of CareerSource Citrus Levy Marion to implement the Workforce Innovation and Opportunity Act in the following counties: Citrus, Levy, and Marion.

We will operate in accordance with this plan and applicable federal and state laws, rules and regulations.

Workforce Development Board Chair

Carl Flanagan


Signature

11/8/2024
Date

Chief Elected Official

Carl Zalak


Signature

11-7-24
Date

ATTEST: _____

END OF LOCAL PLAN INSTRUCTIONS